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MBA PROFESSIONAL REPORT

BUILDING A CAPABILITIES NETWORK TO IMPROVE DISASTER PREPARATION EFFORT IN THE PACIFIC COMMAND AREA OF RESPONSIBILITY

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June 2013**

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AREA OF RESPONSIBILITY**

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Submitted in partial fulfillment of the requirements for the degree of

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BUILDING A CAPABILITIES NETWORK TO IMPROVE DISASTER PREPARATION EFFORT IN THE PACIFIC COMMAND AREA OF RESPONSIBILITY

ABSTRACT

The United States Pacific Command (PACOM) area of responsibility (AOR) includes 36 Asia-Pacific countries and over 100 million square miles of Earth's surface. Five of the countries in the PACOM are historically most often hit by natural disasters and require immediate response with effective coordination. In order to provide the most effective disaster-relief efforts, identification of the organizations that are available and the capabilities that they can provide is essential. This research identifies and analyzes 27 nongovernmental organizations (NGOs) that currently or recently conducted relief projects in the PACOM AOR. We primarily analyzed the organizations using six factors: (1) mission or primary focus, (2) capabilities, (3) budget, (4) training, (5) religious affiliation, and (6) liaison with military. We also analyzed the financial status of the NGOs for a better understanding. The end result of the research is to provide PACOM leadership with in-depth analysis of the most effective organizations that can assist in disaster relief preparation and the efficient coordination of resources and can minimize redundancy of efforts after a catastrophic event.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACT	Action Against Hunger
ADRA	Adventist Development Relief Agency
AOR	Area of Responsibility
CHAPBASE	Community Humanitarian Assistance Program Database
CI	Care International
CRS	Catholic Relief Services
CWS	Church World Service
CW	Concern World United States of America
CPI	Counterpart International
DoD	Department of Defense
DRI	Direct Relief International
ERD	Episcopal Relief Development
FH	Food for Hunger
HA/DR	Humanitarian Assistance and Disaster Relief
IFRC	International Federation of Red Cross and Crescent Societies
IOCC	International Orthodox Christian Charities
IRD	International Relief and Development
IRT	International Relief Teams
IRC	International Rescue Committee
LWR	Lutheran World Relief
MSF	Medecins Sans Frontieres
MOA	Memorandum of Agreement
MCC	Mennonite Central Committee

MCI	Mercy Corps International
MTI	Medical Team International
PACOM	Pacific Command
RI	Relief International
USAID	United States Agency for International Development
WVI	World Vision International

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I. INTRODUCTION

A. BACKGROUND

“Over the past decade, China, the United States, the Philippines, India and Indonesia constitute together the top five countries that are most frequently hit by natural disasters” (Guha-Sapir, Vos, Below, & Ponserre, 2011). Four of the top five countries are located in the PACOM AOR with the Philippines enduring the most natural disasters in 2011. The Asian region was affected by 44% of the worldwide natural disasters and suffered the most damage compared to America, Oceania, Europe and Africa. In 2011, natural disasters caused 30,770 deaths, affecting 244.7 million victims and with an estimated cost of \$366.1 billion in damage worldwide (Guha-Sapir, Vos, Below, & Ponserre, 2011). With the increasing amount of natural disasters in recent decades coupled with declining economic downturn, there is a need for collaboration between NGOs and governmental agencies to be more effective in providing disaster reliefs efforts.

Recent disasters such as Cyclone Sidr (2007), Cyclone Nargis (2008), and Typhoon Fengshen (2008) demonstrated that NGOs, governmental agency and military were rushed to provide relief efforts without any coordination or leveraging each other’s capabilities. Apte and Yoho (2012) state “Both the U.S. military and non-military organizations bring assets, skills, and capabilities to a humanitarian crisis; however, the competencies and capacities of each are far from homogeneous” (Abstract). With the scarce resources, the military and governmental agencies need to understand the NGOs’ capabilities and core competencies to be more effective in humanitarian assistance and disaster relief operations.

B. MOTIVATION

According to Combined Joint Operations from the Sea Centre of Excellence (2012), “major disasters require effective coordination between all humanitarian actors.” “No one organization can provide an effective response on its own” (p. 18). When major disasters strike, the military sprints into action to provide essential relief operations.

Often times the military arrives to the affected area with limited understanding what non-governmental organizations (NGOs) are available and the capabilities they can provide. Additionally, NGOs rush on scene without collaborating with other organizations. The disconnect between the military and NGOs leads to duplication of efforts and inefficient disaster relief operations.

Many NGOs and governmental agencies involved in providing disaster relief efforts are often working with constrained resources and the capabilities that they have to support their primary mission. The resources they have are not enough to sustain a long-term relief. It is important for humanitarian assistance and disaster relief providers to leverage each other capabilities to provide the most effective and efficient disaster relief efforts.

The Department of Defense (DoD) policy states “Stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct with proficiency equivalent to combat operations” (USD[P], 2009, p. 2). It further requires the military services to maintain a compatible capability that is able to intertwine with “other U.S. Governmental agencies and foreign governments and security forces to ensure that when directed, the Department can: 1) establish civil security and civil control, 2) restore or provide essential services, 3) repair critical infrastructure, and 4) provide humanitarian assistance (USD[P], 2009, p. 2). The last three requirements the DoD policy mandates are synonymous with numerous NGOs capabilities that may already be in theater. This research project is focusing on analyzing the capabilities of the NGOs that have footprints in the United States Pacific Command Area of Responsibility to better leverage their capabilities with military capability to provide effective disaster reliefs with scarce resources that all key humanitarian actors are facing. The capability analysis provides valuable information on NGOs’ capabilities that decision makers can use to plan and coordinate future HA/DR operations more efficiently. However, it has its limitations.

C. LIMITATIONS

The first limitation is the selection of 27 NGOs out of 155 NGOs that were downloaded from World Bank's website. The criteria for selecting these 27 NGOs were humanitarian assistance is part of their mission/primary focus, and they either currently working or previously worked in PACOM AOR. Analyzing 155 international NGOs and local NGOs required time and resources which is out of the scope of this project.

United States military are divided into six geographic combatant commands: AFRICOM, CENTCOM, EUCOM, NORTHCOM, PACOM and SOUTHCOM. The second limitation is that this project focuses on the PACOM AOR. Combatant commanders are responsible for providing humanitarian assistance and disaster relief supports in their AOR when directed. International NGOs are operating in more than one regions, this project is focusing on Asia region.

D. RESEARCH QUESTION

Disaster relief operations require collaboration amongst all participating entities to streamline relief efficiency and avoid duplication of efforts. In order to efficiently manage relief operations after a disaster occurs, it is imperative that PACOM identifies what NGOs are available in the region, what are their primary missions, and what capabilities can they provide. This project analyzes a sample of NGOs that have or currently operate in the PACOM AOR. Furthermore, the analysis focuses on those NGOs with a primary mission of disaster relief and the capabilities they can provide after a disaster occurs. HA/DR leadership and planners can use this information to leverage the NGOs capability with the military's to not only execute immediate relief, but to ensure effective long-term capacity building can be accomplished after the military leaves (Daniels, 2012). We also analyzed the financial status of the NGOs for a better understanding.

E. METHODOLOGY

We began our project by searching the World Wide Web for nongovernmental organizations (NGOs) that operate in the Pacific Command (PACOM) area of

responsibility (AOR). From the World Bank website, we downloaded a list containing 155 NGOs that operate internationally. We analyzed those 155 NGOs and narrowed the list down to 97 NGOs that are currently working or that previously worked in the PACOM AOR. We then analyzed each NGO website and identified 27 NGOs that have the capabilities to support humanitarian assistance and disaster relief (HA/DR). Capabilities were the number one criteria in our selection process. Without HA/DR capabilities, NGOs that operate in the PACOM AOR would not be able to provide effective assistance when disaster strikes.

Next, we examined each NGO's website for its mission or primary focus, capabilities, budget, training, religious affiliation, and liaison with military. The mission or primary focus provided an overall objective of each NGO; our goal was to identify if there is any correlation between the NGO and its mission. Analyzing each NGO's capabilities allowed us to better understand what that NGO brings to a disaster strike area. The budget provided the sources of revenue that each NGO receives and how efficiently each NGO spends that revenue to achieve its objective. Analyzing training provided a better understanding of the long-term impact that each NGO has on the communities that it serves and how knowledgeable the NGO's staff is. The religious affiliation helped us to understand if religion has shape the mission of each NGO. Last but not least, military liaison helped us to understand if each NGO collaborates with the U.S. military or takes advantage of the military's unique capabilities to support disaster relief.

II. LITERATURE REVIEW

A. BACKGROUND LITERATURE

According to Apte and Yoho (2012), NGOs and the U.S. military provide essential disaster relief services and support all over the world. These entities bring differing capabilities and capacities that are unique and not entirely known to each other. Apte and Yoho (2012) further explained that organizations that respond to catastrophic events must identify and utilize their “core capabilities” (p. 311) to operate as efficiently and effectively as possible. The core capabilities that Apte and Yoho described are “information and knowledge management,” “needs assessment,” “supply,” “deployment and distribution,” “health service support,” and “collaboration and governance” (p. 312). Apte and Yoho concluded that further research to identify the various capabilities of both the military and NGOs in the various regions of the world have may prove useful when conducting disaster relief operations.

B. FOCUSED LITERATURE

We examined the websites of the 27 NGOs in order to get an understanding of their specific mission and capabilities. Each website included webpages that described who the NGO is, what it does, and where it works. The following NGOs are listed in alphabetical order with their respective mission and the countries in the PACOM AOR in which they are currently assisting or have assisted in the past.

1. Action Against Hunger

“Leader in the fight against malnutrition, Action Against Hunger | ACF International saves the lives of malnourished children while providing communities with access to safe water and sustainable solutions to hunger.” (Action Against Hunger, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, India, Indonesia, Laos, Mongolia, Myanmar, Nepal, and the Philippines (Action Against Hunger, n.d.b)

2. Adventist Development and Relief Agency

“ADRA seeks to identify and address social injustice and deprivation in developing countries. The agency’s work seeks to improve the quality of life of those in need. ADRA invests in the potential of these individuals through community development initiatives targeting Food Security, Economic Development, Primary Health and Basic Education. ADRA’s emergency management initiatives provide aid to disaster survivors.” (Adventist Development and Relief Agency, n.d.a)

Currently or previously involved in the following PACOM countries: East Asia, South Asia, and South Pacific (Adventist Development & Relief Agency, n.d.b)

3. Care International

“CARE is a leading humanitarian organization fighting global poverty. We place special focus on working alongside poor women because, equipped with the proper resources, women have the power to help whole families and entire communities escape poverty. Women are at the heart of CARE’s community-based efforts to improve basic education, prevent the spread of disease, increase access to clean water and sanitation, expand economic opportunity and protect natural resources. CARE also delivers emergency aid to survivors of war and natural disasters, and helps people rebuild their lives.” (Care International, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, India, Indonesia, Mongolia, Myanmar, Nepal, Papua New Guinea, Sri Lanka, the Philippines, Timor Leste, Thailand, and Vietnam (Care International, n.d.b)

4. Catholic Relief Services

“Promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and, serve Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world.” (Catholic Relief Services, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, China, East Timor, India, Indonesia, Laos, Myanmar, Nepal, North Korea, the Philippines, Sri Lanka, Thailand, the Pacific sub-region, and Vietnam (Catholic Relief Services, n.d.b)

5. Church World Service

“The Mission: Feed the hungry, clothe the naked, heal the sick, comfort the aged, shelter the homeless.” (Church World Service, n.d.a)

Currently or previously involved in the following PACOM countries: Cambodia, Indonesia, Japan, Myanmar, and West Timor (Church World Service, n.d.b,c,d)

6. Concern Worldwide U.S.

“Concern Worldwide is a non-governmental, international, humanitarian organization dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world’s poorest countries.” (Concern Worldwide U.S., n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, India, and North Korea (Concern Worldwide U.S., n.d.b)

7. Counterpart International

“Counterpart International’s Humanitarian Assistance Program has mobilized both communities and diverse donor resources to help the world’s most vulnerable populations: children, orphans, the poor, the elderly, the disabled, refugees from war and victims of disasters. Counterpart provides a bridge between immediate, basic needs and long-term development. Ensuring that people have homes and food may only be the first step in developing a prospering society, but it is an essential one in helping communities help themselves long after the foreign aid withdraws.” (Counterpart International, n.d.a)

Currently or previously involved in the following PACOM countries: Fiji, India, the Philippines, Samoa, the Solomon Islands, Sri Lanka, Tonga, and Vietnam (Counterpart International, n.d.b)

8. Direct Relief International

“Direct Relief International provides medical assistance to improve the quality of life for people affected by poverty, disaster, and civil unrest at home and around the world. Direct Relief works to support the work of healthcare providers in the USA and in more than 70 countries, equipping them with the medicines, supplies, and equipment so they can care for their patients.” (Direct Relief International, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Fiji, India, Japan, and Thailand (Direct Relief International, n.d.a)

9. Episcopal Relief and Development

“Episcopal Relief & Development is an international relief and development agency and a compassionate response to human suffering on behalf of The Episcopal Church of the United States. Our work to heal a hurting world is guided by the principles of compassion, dignity and generosity.” (Episcopal Relief & Development, n.d.)

Currently or previously involved in the following PACOM countries: Bangladesh, China, India, Japan, Myanmar, the Solomon Islands, Sri Lanka, and the Philippines (Direct Relief International, n.d.b)

10. Food for the Hungry

“When you partner with Food for the Hungry (FH), you’ll be serving the poor in two ways. FH responds to help shelter, feed and clothe survivors of natural disasters. FH also does long-term development work with the poor to transform impoverished communities into healthy, productive places for children to grow.” (Food for the Hungry, n.d.b)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, Philippines, and Indonesia Food for the Hungry, n.d.b)

11. Habitat for Humanity International

“The mission of Habitat’s Disaster Response [is] To develop innovative housing and shelter assistance models that generate sustainable interventions for people vulnerable to or affected by disasters or conflicts.” (Habitat for Humanity International, n.d.a)

Currently or previously involved in the following PACOM countries: Australia, Bangladesh, Cambodia, China, India, Indonesia, Japan, Laos, Myanmar, Nepal, Papua New Guinea, the Philippines, and Vietnam (Habitat for Humanity International, n.d.b)

12. International Aid

“International Aid glorifies Christ by providing medical and health resources to global partners serving people in need.” (International Aid, n.d.a)

Currently or previously involved in the following PACOM countries: Cambodia, China, Japan, Myanmar, the Philippines, Papua New Guinea, and Vietnam (International Aid, n.d.b)

13. International Federation of Red Cross and Red Crescent Societies

“The IFRC carries out relief operations to assist victims of disasters, and combines this with development work to strengthen the capacities of its member National Societies. The IFRC’s work focuses on four core areas: promoting humanitarian values, disaster response, disaster preparedness, and health and community care.” (International Federation of Red Cross & Red Crescent Societies, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Brunei, Cambodia, Cook Island, Fiji, India, Indonesia, Japan, Kiribati, South Korea, North Korea, Laos, Malaysia, the Maldives, Micronesia, Mongolia, Myanmar, Nepal, New Zealand, Palau, Papua New Guinea, the Philippines, Samoa, Singapore, the

Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Tonga, Tuvalu, Vanuatu, and Vietnam (International Federation of Red Cross & Red Crescent Societies, n.d.b)

14. International Orthodox Christian Charities

“IOCC, in the spirit of Christ’s love, offers emergency relief and development programs to those in need worldwide, without discrimination, and strengthens the capacity of the Orthodox Church to so respond.” (International Orthodox Christian Charities, n.d.a)

Currently or previously involved in the following PACOM countries: Indonesia and Thailand (International Orthodox Christian Charities, n.d.b)

15. International Relief & Development

“A nonprofit humanitarian and development organization, IRD improves lives and livelihoods through inclusion, engagement, and empowerment. We build lasting relationships and strengthen our beneficiaries’ capabilities to create sustainable change and direct their own development. These principles are at the core of IRD’s mission to reduce the suffering of the world’s most vulnerable groups and provide the tools and resources needed to increase their self-sufficiency.” (International Relief & Development, n.d.a)

Currently or previously involved in the following PACOM countries: Cambodia, Indonesia, Laos, Nepal, and Sri Lanka (International Relief & Development, n.d.a)

16. International Relief Team

“International relief Teams is a trusted relief organization that assists victims of disaster, poverty and neglect. Serving those in need with efficiency and integrity, International Relief Teams focuses on four core areas – medical training, surgical outreach, health promotion and disaster relief – that combine short-term relief efforts and long-term programs to save and change lives..” (International Relief Teams, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, China, India, Indonesia, Japan, Myanmar, the Philippines, Sri Lanka, and Vietnam (International Relief Teams, n.d.b)

17. International Rescue Committee

“The International Rescue Committee responds to the world’s worst humanitarian crises and helps people to survive and rebuild their lives. Founded in 1933 at the request of Albert Einstein, the IRC offers lifesaving care and life-changing assistance to refugees forced to flee from war or disaster.” (International Rescue Committee, n.d.a)

Currently or previously involved in the following PACOM countries: Myanmar and Thailand (International Rescue Committee, n.d.a)

18. Lutheran World Relief

“We focus on attacking the root causes of poverty and breaking the cycles that keep people from being healthy, productive and self-supporting. Most often, all people need is a helping hand to provide a resource they have not been able to access on their own. LWR responds to that need efficiently and effectively by providing resources to local partner organizations — groups who are already there in the trenches and are therefore best equipped to get the right help to the right people.” (Lutheran World Relief, n.d.a)

Currently or previously involved in the following PACOM countries: India, Indonesia, Nepal, the Philippines, and Sri Lanka (Lutheran World Relief, n.d.b)

19. Medecins Sans Frontieres

“Médecins Sans Frontières provides assistance to populations in distress, to victims of natural or man-made disasters and to victims of armed conflict.” (Medecins Sans Frontieres, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, China, India, Myanmar, Papua New Guinea, the Philippines, Sri Lanka, and Thailand (Medecins Sans Frontieres, n.d.b)

20. Medical Teams International

Medical Teams International conducts the following during disaster response:

- “Develop high-impact relief, rehabilitation and risk-reduction programs that provide emergency health care to vulnerable populations.
- Build local partner and health personnel capacity through training and support to community-based health and development programs.
- Ship containers of essential medicines and medical supplies to hospitals and clinics, increasing access and quality of health services.” (Medical Teams International, n.d.a)

Currently or previously involved in the following PACOM countries: Cambodia and Indonesia (Medical Teams International, n.d.b)

21. Mennonite Central Committee

“MCC responds to the needs of communities facing disasters or war, often launching projects that continue over months or even years. While MCC provides funds, MCC workers and partners often comment on the faith, hope and courage of communities themselves to rebuild, despite the challenges. In addition to disaster or emergency response, MCC also strives to meet long-term needs and make communities stronger.” (Mennonite Central Committee, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, China, India, Indonesia, Laos, Myanmar, Nepal, North Korea, South Korea, and Vietnam (Mennonite Central Committee, n.d.b)

22. Mercy Corps International

“Life can change for millions of families in an instant: natural disasters can take loved ones and the outbreak of war drive families from their homes. When the unthinkable happens, Mercy Corps delivers rapid, lifesaving aid to hard-hit communities.” (Mercy Corps, n.d.a)

Currently or previously involved in the following PACOM countries: China, India, Indonesia, Japan, Mali, Mongolia, Myanmar, Nepal, North Korea, the Philippines, Sri Lanka, and Timor-Leste (Mercy Corps, n.d.b)

23. Norwegian Refugee Council

“The Norwegian Refugee Council (NRC) is an independent, humanitarian, non-profit, non-governmental organisation which provides assistance, protection and durable solutions to refugees and internally displaced persons worldwide.” (Norwegian Refugee Council, n.d.a)

Currently or previously involved in the following PACOM countries: Myanmar and Sri Lanka. (Norwegian Refugee Council, n.d.b)

24. Plan International

“Plan aims to achieve lasting improvements in the quality of life of deprived children in developing countries, through a process that unites people across cultures and adds meaning and value to their lives, by:

- enabling deprived children, their families and their communities to meet their basic needs and to increase their ability to participate in and benefit from their societies
- building relationships to increase understanding and unity among peoples of different cultures and countries
- promoting the rights and interests of the world’s children.” (Plan International, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, China, India, Indonesia, Laos, Myanmar, Nepal, the Philippines, Sri Lanka, Thailand, Timor-Leste, and Vietnam (Plan International, n.d.b)

25. Relief International

“Relief International meets the immediate needs of victims of natural disasters and civil conflicts worldwide with the provision of food rations, clean water, non-food items, transitional shelter and emergency medical services. Beyond emergency situations, Relief International’s field teams provide long term health and nutrition services to communities in need by operating clinics and training health workers. Relief International also provides water and sanitation programming, providing communities with access to clean water, decreasing the incidence of communicable diseases, and improving quality of life.” (Relief International, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Indonesia, Myanmar, Nepal, the Philippines, and Sri Lanka (Relief International, n.d.b)

26. World Concern

“World Concern partners to transform the lives of poor and marginalized people through disaster response and sustainable community development. The love of Christ compels us to pursue reconciliation and equip those we serve, so that they may in turn share with others.” (World Concern, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Laos, Myanmar, Sri Lanka, Thailand, and Vietnam (World Concern, n.d.b)

27. World Vision International

“World Vision is globally positioned to help with immediate needs like food, water and shelter when disaster strikes and to help communities to recover and prevent future catastrophes.” (World Vision International, n.d.a)

Currently or previously involved in the following PACOM countries: Bangladesh, Cambodia, China, India, Indonesia, Japan, Laos, Malaysia, Mongolia, Myanmar, Nepal, North Korea, the Philippines, Singapore, South Korea, Sri Lanka, Taiwan, Thailand, Timor-Leste, and Vietnam (World Vision International, n.d.b).

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III. DATA COLLECTION AND OBSERVATIONS

A. NONGOVERNMENTAL ORGANIZATIONS

The 27 NGOs that we chose for research are different in many ways but share a common focus on disaster relief in different capacities. We analyzed each of the NGOs based on the following six factors to gain better understanding of the organizations that operate in the PACOM AOR. The six factors are (1) mission or primary focus, (2) capabilities, (3) budget, (4) training, (5) religious affiliation, and (6) liaison with military. A description of the six factors is provided as follows (Daniels, 2012).

1. Mission/Primary Focus

Each NGO's mission or primary focus not only explains the organization's goals and/or what they provide to victims but also what their true passion is. Most NGOs are not-for-profit and are driven by a set of values that fulfill their mission or what they do. For example, World Vision International (n.d.f) is dedicated to the core values of being "Christian," "stewards," "partners," "responsive," "committed to the poor," and "valuing people." Their core values are directly tied to their three areas of focus: "Transforming Communities," "Responding to Disasters," and "Seeking Global Change" (World Vision International, n.d.f). The use of this information will provide valuable planning for short-term relief and long-term sustainment of an area suffering from a disaster.

2. Capabilities

Analyzing each organization's capabilities provides disaster relief decision-makers with a broad understanding of the NGOs' core competencies and how each NGO uses its capabilities to provide assistance to disaster victims. NGOs use their capabilities to provide humanitarian assistance to those in need and for working on long-term projects to improve the living standards for developing countries. The 27 NGOs in this project have listed disaster relief or emergency response as one of their capabilities. However, each NGO brings different skill sets and capabilities to disaster relief operations. In this research, we have identified four unique abilities or core competencies that are necessary

for successful HA/DR: health care, capacity building, emergency response, and education/training. Using these four competencies, decision-makers can better understand the strengths and weaknesses of each NGO during disaster-relief efforts and identify any capabilities that are overlapping or missing. With this knowledge, decision-makers can request the assistance of NGOs with capabilities that complement each other in order to provide an effective relief operation.

Three of the four core competencies—health care, capacity building, and emergency response/disaster relief—are critical to disaster-relief operations. Education is also identified as one of the core competency because it allows communities to break out of the poverty cycle and create a better standard of living. Communities with a better standard of living will have the capabilities and capacity to support and manage themselves when disaster strikes. Within our list of 27 NGOs, 21 NGOs have identified health care as one of their core competencies, 22 NGOs have capacity building, and 24 NGOs provide education and training. However, there are some NGOs with specialized capabilities. One NGO has the capability to build emergency shelters for disaster relief victims, while two other NGOs have the capabilities to provide medical supplies (e.g., medicines and equipment) and medical specialists to care for victims. The gapped and overlapped capabilities should be taken into consideration when decision-makers develop the plans for disaster-relief efforts.

3. Budget

Our examination of the NGOs' financials included an analysis of their revenue sources and their use of revenue funds toward overhead and program expenses. In this project each of the NGOs expenses were classified as either a program or support service expense. If the expense directly contributed to the NGO's stated mission, it was classified as a program expense. However, if the expense indirectly contributed to the NGO in the form of administration, it was classified as a support service expense. Each of the NGOs shares common revenue and expense categories; however, the revenue and expenses vary in denomination due to the size of the NGO. Each NGO's financials were self-reported and downloaded from each NGOs respective website.

4. Training

We divided the training section into internal and external training, if applicable. Internal training focuses on how each NGO prepares its employees and volunteers for humanitarian assistance and disaster relief. Eight of the 27 NGOs have internship and fellowship programs for undergraduate and graduate students who are interested in the humanitarian assistance field. These internships and fellowships include working in a variety of positions in the organizations to gain knowledge and experiences in humanitarian assistance and disaster preparedness. For example, Habitat for Humanity offers online training to employees, volunteers, and anyone who is interested in taking training. The IFRC also has online training programs for its employees focusing on social- and volunteer-sector leadership, global health, and humanitarian and disaster management.

Our analysis of NGOs external training programs showed that the NGOs have a lasting impact on alleviating human suffering. The 27 NGOs' websites revealed that each NGO has a training objective that supports its mission or primary focus. These training objectives are categorized into four major areas: agriculture, basic education, vocational, and medical. Agriculture training helps local farmers to better manage their farmland in order to have more productive harvests. Basic education is primarily for children; with education, children will have a better opportunity in the future. Vocational training builds upon the community members' existing skills in trades such as vehicle mechanic repair and household electrical repair etc. Medical training provides basic training on first aid, nutrition, water sanitation, and hygiene.

International Relief Teams provides training to the trainer. Its primary role is to train health-care providers to be more effective and efficient. Training has a lasting impact on local communities. NGOs provide the communities with the tools necessary to better themselves and improve their living standards. In the long run, the training they receive will help them to escape the cycle of poverty.

Our analysis of NGO internal training programs showed that the NGOs' staffs have no training or collaboration with the military in regard to humanitarian assistance

and disaster relief. Perhaps the PACOM could coordinate tabletop training sessions in collaboration with the U.S. Agency for International Development (USAID) and invite all NGOs that are willing to participate. This will allow the NGOs' staffs to understand how the military can support their efforts during disaster relief.

5. Religious Affiliation

Religious affiliation is one of the six factors that we analyzed. Even though religious affiliation is not an NGO capability, it provides important information regarding the NGOs faith and beliefs. Even if an NGO associates with a specific religion, its services are not based on sex, race, ethnicity, or religious belief. Christian-based NGOs such as Catholic Relief Services, Church World Service, Episcopal Relief & Development, Food for the Hungry, International Aid, Lutheran World Relief, Medical Teams International, Mennonite Central Committee, Norwegian Refugee Council, World Concern, and World Vision International are following the love of Christ by alleviating human suffering and providing the basic needs to the unfortunate. Today, NGOs are operating internationally, and it is critical to understand the regions that they operate in and the faith of the victims that they are providing services to without disrespecting what they believe.

Another important aspect of religious affiliation is that most religious-based NGOs have affiliation or collaboration with local religious leaders. These religious leaders bridge the information gap between the international organization and the local organization. They have been working in the local communities and understand the environment of the areas better than the international team. They are also equipped with better information regarding the regions in which the NGOs work. It is very crucial for decision-makers to understand that not all faith-based NGOs believe in military involvement with humanitarian assistance and disaster relief efforts. For example, Catholic Relief Services issued a paper (Catholic Relief Services, n.d.k) addressing the increasing involvement of the U.S military with humanitarian assistance and the diminishing authority of the USAID and other civilian agencies. Catholic Relief Services

believes that the military's objective is the security of the nation—not humanitarian assistance.

6. Liaison with Military

NGOs often work with USAID and UN agencies, however there is little information regarding liaising with the U.S. military. This is a sensitive issue for Catholic Relief Services, in particular. Catholic Relief Services believes that the military's objective is for national security and not humanitarian assistance and that humanitarian assistance and disaster relief efforts should be led by civilian agencies. As we mentioned previously in the Training section, decision-makers should build relationships with the NGOs that are working in the PACOM AOR and develop training programs and exercises that allow the NGOs to understand how military capabilities can be leveraged during disaster relief efforts. In regard to accessing disaster areas, the military has special equipment (e.g., transportation) and skill sets that NGOs lack. Collaboration between NGOs and the military will allow the disaster relief operations to run more efficiently and effectively. It also reduces the redundancy and overlap of capabilities.

B. NGO LISTING

This section contains information on the 27 NGOs' mission or primary focus, capabilities, budget, training (internal and external), religious affiliation, and liaison with military. We collected the information from each NGO's website and annual financial reports. The citations for each referenced webpage are listed after the title of each NGO and the mission/primary focus was quoted to retain the true mission of each organization.

1. Action Against Hunger (ACF) (Action Against Hunger, n.d.a-i)

Mission/Primary Focus:

“ACF International saves the lives of malnourished children while providing communities with access to safe water and sustainable solutions to hunger. With 30 years of expertise in emergency situations of conflict, natural disaster, and chronic food insecurity, ACF runs life-saving programs in some 40 countries benefiting five million people each year. ACF's 4,600+ professionals work in over 40 countries to carry out

innovative, life-saving programs in nutrition, food security & livelihoods, and water, sanitation, & hygiene.”

Capabilities:

- Nutrition: Evaluate nutritional needs, treat acute malnutrition, and build local capacity.
- Water, Sanitation and Hygiene: Provide access to safe water, promote sanitation and hygiene, and ensure lasting change.
- Food Security: Evaluate local needs, respond to emergencies, and provide long-term solution.
- Emergency Response: Responds to humanitarian emergencies all over the world, delivering immediate life-saving services to population in distress. Pre-positioned stocks of essential supplies ready for deployment.

Budget (2011):

- Revenue:

Grant:	\$ 49,372,207
Contribution:	9,848,555
Interest:	1,128
Other:	<u>419,613</u>
Total Revenue:	\$ 59,641,503
- Expenses:

Program Services:	\$ 48,321,558
Supporting Services:	<u>7,808,489</u>
Total Expenses:	\$ 56,130,047

Training:

- External: ACF provides training to local communities through technical workshops and mentoring such as:

- Hygiene and sanitation training
 - Water management training
- Internal: ACF provides training and preparation for internship programs.

Religious Affiliation:

- ACF is not affiliated with any religion

Liaison with Military:

- No information on military cooperation/coordination was available on ACF's website.

2. Adventist Development and Relief Agency (ADRA) (Adventist Development Relief Agency, n.d.a-i)

Mission/Primary Focus:

“ADRA seeks to identify and address social injustice and deprivation in developing countries. The agency's work seeks to improve the quality of life of those in need. ADRA invests in the potential of these individuals through community development initiatives targeting Food Security, Economic Development, Primary Health and Basic Education. ADRA's emergency management initiatives provide aid to disaster survivors.”

Capabilities:

- Protecting the Vulnerable: ADRA works with local official and creating educational programs to help children and women from being exploited for sex workers.
- Supporting Family: ADRA provides children and those unfortunate with opportunity to attend school for a better future.
- Promoting Health: Provides educational training and builds new sanitation systems to prevent deadly diseases and waterborne illness.

- Providing Food & Water: ADRA provides foods and tools to help them success with their farming..
- Establishing Livelihoods: ADRA help local communities by providing small loan, livestock, and training to improve their quality of life.
- Responding to Emergencies: ADRA provide food, water, medical care, and shelters to disaster victims.

Budget (2010):

- Revenue:

Grant:	\$ 34,784,164
Contributions:	32,267,136
Other:	<u>758,912</u>
Total Revenue:	\$ 67,810,221
- Expense:

Program Services:	\$ 59,800,647
Supporting Services:	<u>6,942,536</u>
Total Expense:	\$ 66,743,183

Training:

- External:

- ADRA work with local official to develop education programs to support to improve women and children literacy.
 - Provides children an opportunity for education to build a better future.
 - Promotes health awareness through education and training.
 - Provide job training to improve their livelihood.
- Internal:
 - ADRA has several internship training programs that provide experience and knowledge on international aid to prepare students for working in humanitarian assistance field.

Religious Affiliation:

- ADRA was created in 1956 by the Seven-day Adventist Church to care and serve the unfortunate people around the world.

Liaison with Military:

- No information on military cooperation/coordination was available on ADRA's website.

3. Care International (CI) (Care International, n.d.a-i)

Mission/Primary Focus:

“Our mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We facilitate lasting change by:

- Strengthening capacity for self-help
- Providing economic opportunity

- Delivering relief in emergencies
- Influencing policy decisions at all levels
- Addressing discrimination in all its forms”

Capabilities:

- Emergency Relief – CI delivers foods, water, medical care and shelters to disaster victims.
- Children Education – CI provides the opportunities for children to return to school to realize their full potential.
- Maternal and Child Health Care – Maternal program is focusing on reducing maternal and childbirth mortality by providing resources and information to women and communities to ensure a safe pregnancy.
- Economic Opportunity – CI established Village Savings and Loan Associations to provide small loan to communities to start their own business. This program revitalizes the communities and help family out of poverty.
- Water, Sanitation and Hygiene – CI provide resources to assist local communities’ access to clean water. Works with government regarding to waste management and provide education on sanitation and hygiene.

Budget (2011):

• Revenue:	
Grant:	\$ 262,574,000
Contribution:	309,868,000
Other:	<u>17,223,000</u>
Total Revenue:	\$ 589,655,000

- Expense:

Programs Services: \$ 561,288,000

Supporting Services: 64,519,000

Total Expense: \$ 625,807,000

Training:

- External:
 - CI focuses on providing and helping children to return to school. By providing education to children, it will allow them to improve their life and contribute to society..
 - CI also provides training programs for communities on how to maintain clean water systems and latrines. In addition, CI provides basic hygiene to communities to help prevent waterborne illness.
- Internal:
 - Care International has internship and fellowship training programs for those who want to gain practical experience global development in humanitarian assistance.

Religious Affiliation:

- CI is a non-religious affiliated organization.

Liaison with Military:

- CARE International did not mention whether it has any working relationship with the military; however, CARE International receives funding from governmental agencies, the European Union, and the United Nations.

4. Catholic Relief Services (CRS) (Catholic Relief Services, n.d.a-k)

Mission/Primary Focus:

“Promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and, serve Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world.”

Capabilities:

- Agriculture – CSR’s agriculture programs help farmers and laborers to strength to improve their living standard and long term improvement.
- Education – CSR works with local partners to provide basic education for all people. “CRS has three priorities for its education programming: Access and Equity, Quality Education, and Community Participation.”
- Microfinance – CSR’s microfinance program focus on providing training people on how to save money and provide small loan to those who need it.
- Emergency Assistance – CSR provides water, food, shelter in areas devastated by disaster and wars.
- Community Health Programs - CRS established community-based health care systems to provide people the tools to manage their own health needs. The health programs focus on affected by HIV/AIDs patients, improve child survival, and develop clean water and sanitation systems.
- Food Security – CSR provides food aid to disasters victims through USAID’s food aid programs.

Budget (2011):

- Revenue:

Private Support:	\$ 224,046,000
Public Support:	592,765,000
Other:	<u>6,133,000</u>
Total Revenue:	\$ 882,944,000
- Expense:

Programs Services:	\$ 772,593,000
Supporting Services:	<u>47,474,000</u>
Total Expense:	\$ 820,067,000

Training:

- External:
 - CRS promotes quality education for all. CRS's education programs focus on the following areas: Girl's education, adult education and literacy, early childhood development, health/hygiene/nutrition/sanitation, vocational training and life skills,
- Internal:
 - CRS's International Development Fellows Program provides people an opportunity to work with CRS staff to gain experience and exposure on international relief and development.

Religious Affiliation:

- The Catholics Bishop of the United States established CRS in 1943 in 1943 to serve the survivors of World War II. CRS was created based on the universal mission of the Catholic Church. It provides support and assists people not based race, nationality, or creed.

Liaison with Military:

- CRS is less supportive of military involvement in humanitarian assistance projects than civilian agency. CRS believes that the USAID should take the lead role in providing humanitarian assistance projects. CRS issued the paper called “Restoring U.S. Civilian capacity and authority to manage foreign assistance.” CRS also addressed its concerns regarding the diminished authority of the USAID and other civilian agencies to manage humanitarian assistance.

5. Church World Service (CWS) (Church World Service, n.d.a-h)

Mission/Primary Focus:

“The Mission: Feed the hungry, clothe the naked, heal the sick, comfort the aged, shelter the homeless. Church World Service works with partners to eradicate hunger and poverty and to promote peace and justice around the world.”

Capabilities:

- Hunger and Malnutrition – CWS looks at the cause of hunger and malnutrition and develops viable solutions such as agriculture, small business loan or grant to help the communities that CWS works in.
- Emergency Response – During disaster-relief efforts, CWS focuses on delivering supplies and clean water for local communities. CWS also focuses on short-range recovery, including rebuilding and restoration.
- Water and Sanitation – CWS works with local communities to ensure that they have access to clean water.

Budget (2011):

- Revenue:

Contribution:	\$ 35,567,675
Grant:	43,021,876
Interest:	1,061,631
Other:	<u>2,727,823</u>
Total Revenue:	\$ 82,379,005
- Expense:

Program Service:	\$ 67,971,234
Support Service:	<u>11,377,006</u>
Total Expense:	\$ 79,384,240

Training:

- External:
 - CWS's water and sanitation training program helps to train local communities on water sanitation awareness. This training allows local leaders to coordinate with local officials to execute successful water and sanitation projects.
- Internal:
 - CWS has no information regarding internal training on its website.

Religious Affiliation:

- CWS is a Christian-based organization that affiliates with other Christian denominations to provide humanitarian assistance to unfortunate people.

Military Liaison:

- No information on liaising with military was provided on the CWS website.

6. Concern Worldwide U.S. (Concern Worldwide U.S., n.d.a-h)

Mission/Primary Focus:

“Our mission is to help people living in extreme poverty achieve major improvements in their lives that last and spread without ongoing support from Concern.”

“Our role is to ensure that people living in extreme poverty are able to meet their basic needs, achieve their rights and manage their own development. We do so by working with communities and by using our shared experience and knowledge to address the root causes of extreme poverty.”

Capabilities:

- Education – Concern Worldwide U.S. delivers basic education programs to the undeveloped countries. Its basic programs consist of “the essential knowledge, skills and values that form the foundation for life-long learning and economic survival.”
- Emergency Response – Concern Worldwide U.S. is dedicated to ease human suffering that causes by natural and man-made disasters. Concern Worldwide works with local communities to develop “early warning mechanisms” to avoid and lessen the impact of natural disasters. Concern Worldwide also created a “Rapid Deployment Unit and Emergency Response Team” with 50 personnel to provide a quick response in case of disaster strike.
- Health – Concern Worldwide U.S. partners with local communities to establish health-care programs that focus on “nutrition, maternal, newborn & child health, and water and sanitation.”
- HIV and AIDS – Concern Worldwide U.S.’s HIV and AIDS program is to decrease the spread of HIV and AIDS in poor countries that have no or limited access to health-care programs.
- Livelihoods – The livelihoods program focuses on training the local communities on “community management of natural

resources, agriculture, and interaction with markets.” Concern Worldwide U.S. provides the tools and resources to grow their own food and break free from poverty.

Budget (2011):

- Revenue:

Contribution:	\$ 21,907,436
Grant:	12,634,130
Interest:	11,267
Other:	<u>2,022,447</u>
Total Revenue:	\$ 36,575,280
- Expense:

Program Service:	\$ 29,646,896
Support Service:	1,184,364
Other Expense:	<u>596,177</u>
Total Expense:	\$ 31,427,437

Training:

- External:
 - Provide training to local volunteers to manage the first-aid station to better provide care to patients.
 - The water and sanitation program is focusing on training the communities to manage and maintain water resources. To get the buying in from local officials and communities, Concern Worldwide U.S. created programs such as “Community Led Total Sanitation (CLTS) and Participatory Hygiene and Sanitation Transformation (PHAST).”
 - Concern Worldwide U.S.’s agriculture training program ensures that farmers have the knowledge and the resources (provided by Concern Worldwide U.S.) to

produce a sufficient food supply in order to reduce the impact of future disasters.

- Concern Worldwide U.S. also provides training in the areas of “microfinance products; infrastructural development, necessary to small business generation; and business development services (BDS) in which microfinance activities are promoted to stimulate work for the poorest-who we also target with vocational training.”
- basic education to local communities to improve literacy and economic conditions.

- Internal:

- The Concern Worldwide U.S. website does not list any official training for its employees; however, it does provide training for its volunteer staffs in the areas that it operates.

Religious Affiliation:

- Concern Worldwide U.S. has no religious affiliation.

Liaison with Military:

- No information on liaising with military was provided on the Concern Worldwide U.S. website.

7. Counterpart International (Counterpart International, n.d.a-i)

Mission/Primary Focus:

“Counterpart International’s Humanitarian Assistance Program has mobilized both communities and diverse donor resources to help the world’s most vulnerable populations: children, orphans, the poor, the elderly, the disabled, refugees from war and

victims of disasters. Counterpart provides a bridge between immediate, basic needs and long-term development. Ensuring that people have homes and food may only be the first step in developing a prospering society, but it is an essential one in helping communities help themselves long after the foreign aid withdraws.”

Capabilities:

- Commodity Need Assessment – Counterpart International field offices conduct surveys and interviews to identify qualified end-users and the material needs for each community. With the field office in the countries that Counterpart International operates, it allows them to respond to disaster response quicker and more efficiently.
- Commodity Acquisition – Counterpart International obtains its donations from various donors. All materials have to go through a thorough inspection in accordance with Community Humanitarian Assistance Program (CHAP) and U.S government standards. All donated materials are being track from donors to end-users by using the Community Humanitarian Assistance Program database (CHAPBASE) system. This system provides accountability and timely feedback to donors and sponsors
- Commodity Distribution/Last-mile Management – In certain countries, Counterpart International field offices have a signed memorandum of agreement with local NGOs to distribute commodities to end-users.
- Disaster and Emergency Response – Counterpart International has the ability to conduct disaster assessment, coordinate emergency donations, manage the distribution systems from donors to end-users, and increase surge capacity by supplementing the staffs at local offices.

- End-User Monitoring and Evaluation – Counterpart International has a signed MOA with local organizations to encourage accountability and transparency of how materials are being used by recipients and ensure that materials are not sold in the market. Field office staffs conduct spot checks to ensure that there is no violation to the agreement. If a violation occurs, Counterpart International will suspend any support until the issue has been resolved.
- Humanitarian Assistance Capacity Building (local partners) – Counterpart International assists and provides local communities places to work and the necessary tools to carry out their own humanitarian assistance during disaster-relief efforts.
- Infrastructure Rehabilitation – Counterpart International infrastructure rehabilitation projects include “installing new windows and heating systems, renovating bathrooms, kitchens and laundry facilities to providing access to clean water from local springs.”

Budget (2008):

- Revenue:

Contribution:	\$ 83,353,564
Grant:	25,381,887
Interest:	(32,149)
Other:	<u>705,653</u>
Total:	\$ 109,408,955
- Expense:

Program Service:	\$ 109,219,894
Support Service:	<u>621,409</u>
Total:	\$ 109,841,303

Training:

- Counterpart International has no information regarding training on its website.

Religious Affiliation:

- Counterpart International has no religious affiliation.

Liaison with Military:

- No information on liaising with military was provided on the Counterpart International website; however, Counterpart International is working with and receiving funds from the USAID.

8. Direct Relief International (Direct Relief International, n.d.a-d)

Mission/Primary Focus:

“Direct Relief works daily to equip healthcare providers who care for vulnerable people on an ongoing basis and during emergencies. Our strong network of trusted partners enables Direct Relief to assess immediate healthcare needs, understand the situation on the ground, and respond quickly and efficiently when a disaster strikes.”

“Direct Relief International primary focus is to supply local health care provide with “medicines, medical supplies and equipment through transparent, reliable, and cost-effective channels.”

Capabilities:

- Health Care – Direct Relief International provides training and equips medical care providers with the skills and equipment to enable them to care for their community. Direct Relief International focuses on four areas: maternal and newborn health, diabetes treatment/prevention, HIV/AIDS testing and prevention, and cancer screening/treatment.
- Emergency Preparedness and Response – Direct Relief International has built strong relationships with local health-care providers and equips them with the necessary medical equipment

that can be used to meet medical needs during disaster-relief efforts. Direct Relief International works with local partners and healthcare providers with the knowledge on the ground to assess the situation and provides immediate assistance to affected people when disaster strikes.

Budget (2011):

- Revenue:

Contribution:	\$ 406,824,000
Interest Revenue:	<u>3,497,000</u>
Total Revenue:	\$ 410,321,000
- Expense:

Programs Services:	\$ 307,454,000
Supporting Services:	<u>4,029,000</u>
Total Expense:	\$ 311,483,000

Training:

- External:
 - Midwives play central roles in pregnancy and childbirth in developing countries. Direct Relief International training programs ensure that midwives have a skill set to provide excellent care to women during pregnancy. Midwives also train on how to manage complications and recognize when to refer patients to the hospital in case of emergency.
- Internal:
 - No internal training was listed on the Direct Relief International website.

Religious Affiliation:

- Direct Relief International has no religious affiliation listed on its website.

Liaison with Military:

- No information on liaising with military was provided on the Direct Relief International website.

9. Episcopal Relief & Development (ERD) (Episcopal Relief & Development, n.d.a-g)

Mission/Primary Focus:

“Episcopal Relief & Development is an international relief and development agency and a compassionate response to human suffering on behalf of The Episcopal Church of the United States. Our work to heal a hurting world is guided by the principles of compassion, dignity and generosity.”

Capabilities:

- Alleviating Food Hunger and Improving Food Supply – ERD provides the equipment and resources to assist local communities and farmers to improve their harvest. It provides food and resources to families that experience food scarcities.
- Creating Economic Opportunities and Strengthening Communities – ERD provides financial credit to individuals and families to start their own business. ERD also provides tools and resources to small-business owners in order for them to be effective participants in the marketplace.
- Promoting Health and Fighting Disease – ERD educates local communities’ leaders on how to prevent the spread of HIV/AIDS and works to improve and prevent the spread of malaria by providing “insecticide-treated nets.” In addition, ERD works to

prevent “water-borne illness” by building wells for safe drinking water and building latrines to improve hygiene and sanitation.

- Responding to Disasters and Rebuilding Communities – When disaster strikes, ERD provides medicine, food, blankets, and shelters for affected people. In addition, it provides counseling to people impacted by disasters. ERD also helps to rebuild local communities by repairing homes, schools, hospitals, and roads.

Budget (2011):

- Revenue:

Contribution:	\$ 18,856,450
Interest Revenue:	(257,899)
Other Revenue:	<u>3,074,732</u>
Total Revenue:	\$ 21,655,293

- Expense:

Programs Services:	\$ 20,414,499
Supporting Services:	<u>3,209,904</u>
Total Expense:	\$ 23,624,403

Training:

- External:

- Episcopal Relief & Development trains and educates farmers on the farming techniques that will improve the harvest and productivity of the land.
- It trains small-business owners to become effective managers and leaders in their business
- It provides training for water, sanitation, and hygiene to prevent the spread of diseases.
- It trains local churches on how to prepare and respond to disasters.

- Internal:
 - No internal training was listed on the ERD website.

Religious Affiliation:

- ERD affiliates with the Episcopal Church and partners with Anglican Communion.

Liaison with Military:

- No information on liaising with military was provided on the ERD website.

10. Food for the Hungry (Food for the Hungry, n.d.a-e)

Mission/Primary Focus:

“When you partner with Food for the Hungry (FH), you’ll be serving the poor in two ways. FH responds to help shelter, feed and clothe survivors of natural disasters. FH also does long-term development work with the poor to transform impoverished communities into healthy, productive places for children to grow.”

Capabilities:

- Community Transformation – Food for the Hungry has worked to improve the conditions of poor communities to allow them access to food and clean water. In addition to teaching the people health and hygiene to increase the survival rate, Food for the Hungry also trains farmers on effective farming techniques.
- Emergency Relief – Food for the Hungry has emergency response units that can respond to disasters around the world. Emergency response units can provide food, water, and shelters and bring comfort to the people affected by disaster.

Budget (2011):

- Revenue:

Grant:	\$ 30,981,911
Contribution:	79,199,811
Interest Revenue:	(50,657)
Other:	416,343
Total Revenue:	\$ 110,547,408

- Expense:

Programs Services:	\$ 77,777,547
Supporting Services:	15,016,332
Total Expense:	\$ 92,793,879

Training:

- External:

- Food for the Hungry provides training to farmers on how to improve farming techniques for better harvests.
- It provides basic nutrition, health care, and hygiene to woman and children.
- It trains people on how to save and manage their business.
- It provides training for teachers and develop local mentorship programs for youth.

- Internal:

- There is no internal training listed on the Food for the Hungry website.

Religious Affiliation:

- Dr. Larry Ward founded food for the Hungry in 1971. The organization was based on the Christian principles and practices.

Liaison with Military:

- Food for the Hungry receives grants from the USAID and the USAID's Office of Foreign Assistance during emergency.

11. Habitat for Humanity (Habitat for Humanity International, n.d.a-e)

Mission/Primary Focus:

“The mission of Habitat’s Disaster Response [is] To develop innovative housing and shelter assistance models that generate sustainable interventions for people vulnerable to or affected by disasters or conflicts.”

Capabilities:

- Build and Repair Houses – Habitat for Humanity builds affordable housing for those who can’t afford to buy their own house or who live in inadequate housing. In addition to building new houses, Habitat for Humanity assists with repairing people’s existing homes.
- Disaster Response – During disasters, Habitat for Humanity assists local communities with immediate shelters in the affected areas.

Budget (2011):

- Revenue:

Grant:	\$ 63,318,338
Contribution	195,468,049
Other:	<u>28,551,513</u>
Total Revenue:	\$ 287,337,900
- Expense:

Programs Services:	\$ 268,495,040
Supporting Services:	<u>50,829,117</u>
Total Expense:	\$ 319,324,157

Training:

- External:

- Habitat for Humanity provides training and education on how to mitigate and prepare for disaster to local communities.
- Internal:
 - Habitat for Humanity offers online training modules for volunteers and employees to help them understand the mission and vision of Habitat for Humanity. Online courses offered by Habitat for Humanity range from human resources and training to leadership and management skills.

Religious Affiliation:

- Habitat for Humanity is a non-profit Christian housing ministry.

Liaison with Military:

- Habitat for Humanity has no liaison with military; however, it does help to build affordable housing for veterans.

12. International Aid (International Aid, n.d.a-f)

Mission/Primary Focus:

“International Aid has equipped servants worldwide with the tools they depend on to bring healing and restoration to those who desperately need to know the one True Healer. This is done through the distribution of life-saving medicines, hygiene products, nutritional supplements and reconditioned medical equipment to hundreds of ministries and humanitarian organizations serving in areas of greatest need.”

Capabilities:

- Medical Equipment Services - International Aid restores all of the unusable medical equipment that it receives from donors and donates it to local hospitals in developing nations. In addition to providing refurbished equipment, International Aid provides

assessments and evaluations to identify resource deficiencies in local hospitals

- Lab-in-a Suitcase – International Aid provides portable labs to local clinics in rural communities to conduct routine lab tests that are normally only available at hospitals.
- Health Products – International Aid provides basic health-care products such as over-the-counter drugs, basic hygiene products, nutrition supplements, and prescription medicines.
- Disaster Relief – During disasters, International Aid provides foods, water, tarps, hygiene products, and other supplies to local communities affected by the disaster.

Budget (2011):

- Revenue:

Contribution	\$ 131,687,363
Other:	<u>1,604,490</u>
Total Revenue:	\$ 133,291,853
- Expense:

Programs Services:	\$132,057,271
Supporting Services:	<u>688,575</u>
Total Expense:	\$132,745,846

Training:

- No internal or external training is listed on the International Aid website

Religious Affiliation:

- International Aid is a Christian relief ministry. It promotes peace through the love of Jesus Christ.

Liaison with Military:

- International Aid's website does not list any information regarding liaison with military.

13. International Federation of Red Cross and Red Crescent Societies (International Federation of Red Cross & Red Crescent Societies, n.d.a-f)

Mission/Primary Focus:

The International Federation of Red Cross and Red Crescent Societies (IFRC) “carries out relief operations to assist victims of disasters, and combines this with development work to strengthen the capacities of its member National Societies. The IFRC’s work focuses on four core areas: promoting humanitarian values, disaster response, disaster preparedness, and health and community care.”

Capabilities:

- Health Care – The IFRC’s health-care programs include providing care for maternal, newborn, drug use prevention, and treatment, first aid, psychological support, disease prevention, and emergency medical care during disasters.
- Emergency Response Units – The IFRC has eight ERUs that can be deployed on short notice.

- Logistics ERU – an advanced party with a staff of four to five personnel that manages the resources arrival in areas, stores the resources, and forwards resources to the distribution points.
- IT ERU – composed of a staff of two or three personnel with equipment to support communication for disaster response operations. Its equipment includes satellite phones, high frequency radio systems, and very small aperture terminal (VSAT). IT ERU is tailored based on the location of the disaster.
- Water and Sanitation ERU – The IFRC has 57 deployable water and sanitation ERUs that can be deployed worldwide. There are three different modules with difference capabilities. Module 15 provides water for up to 15,000 people, Module 40 provides water and sanitation for up to 40,000 people, and Module 20 provides hygiene promotion and sanitation materials for up to 20,000 people.
- Referral Hospital ERU – a field hospital that has a capacity of 75 to 150 beds with a staff of 15 to 20 personnel. It provides care in the following areas: “surgery, limited traumatology, anesthesia, internal medicine gynecology, obstetrics and pediatrics.” The hospital has two operating rooms, one delivery room, inpatient wards and treatments areas, an x-ray, and a laboratory. It also has an outpatient department and emergency room. As a self-sufficient hospital, the unit is included with all of the support functions, such as administration, communication equipment, generators, water, and vehicles.

- Rapid Deployment Hospital – a lighter version of the referral hospital ERU with a eight to ten staffs members and can be deployed within 48 hours of notice. It provides basic first, triage, medevac and limited medical and surgical care to victims. It has the 10 bed capacity. It can provide services up to ten days until the Referral Hospital ERU arrives.
 - Basic Health-Care ERU – Provides communities with health care for 30,000 people. Includes a 10- to 20-bed capacity. The unit can provide clinics for outpatient services, maternal health, health outreach programs, immunization, and nutrition observation.
 - Relief ERU – Consists of a staff of four to six personnel that can provide assistance to host Red Cross chapters, conduct assessments of the disaster area, and set up food distribution.
 - Base Camp ERU – Provides living quarters for Red Cross staff during disaster-relief operations. It is a self-sufficient camp that includes all necessary amenities.
- Disaster Management – The IFRC works with the local Red Cross chapter to help prepare, respond, and recover from disasters.

Budget:

• Revenue:	
Contribution:	\$ 367,261,663
Interest:	<u>37,907,023</u>
Total:	\$ 505,168,686

- Expense:

Program Services:	\$ 489,669,573
Support Services:	83,951,862
Total:	\$ 573,621,435

Training:

- Internal/External – The IFRC developed an online learning network to build competencies with humanitarian assistance issues for its staff, volunteers, and other humanitarian assistance organizations. The learning objectives focus on the following areas: social- and voluntary-sector leadership, global health, humanitarian diplomacy, and disaster management.

Religious Affiliation -

- The IFRC provides humanitarian assistance without discrimination based on race, national origin, sex, political affiliation, or religious belief.

Liaison with Military:

- The IFRC works/collaborates with government agencies. Its website does not have any information regarding a liaison with military.

14. International Orthodox Christian Charities (International Orthodox Christian Charities, n.d.a-c)

Mission/Primary Focus:

International Orthodox Christian Charities (IOCC) “offers emergency relief and development programs to those in need worldwide. In seeking to provide assistance to the poor, either in response to emergencies or long term socio-economic development needs, OCC’s fundamental policy is to develop a sustainable indigenous capacity to carry out such programs. All programs are guided by the two goals of program integrity and the highest standards of stewardship to donors.”

Capabilities:

- Agricultural Development – IOCC provides assistance to farmers with breeding livestock and farming techniques to improve their household income.
- Disaster Relief – IOCC provides support to disaster victims with emergency relief supplies ranging from water tanks to cleaning kits.
- Education – IOCC provides disadvantaged children with the tools and books to improve their education in order to improve their social and economic life.
- Health Programs – IOCC provides over-the-counter medicines, baby kits, hygiene kits, and other medical supplies to displaced communities. In addition, IOCC provides testing and counseling to HIV patients.

Budget (2011)

- Revenue:

Grant:	\$ 11,985,268
Contribution:	26,691,320
Interest:	(47,947)
Other:	<u>882,408</u>
Total:	\$39,511,079
- Expense:

Program Services:	\$ 31,845,535
Support Services:	<u>1,353,709</u>
Total:	\$33,199,264

Training:

- External:
 - IOCC provides training to farmer communities to help develop farming techniques and livestock breeding.
- Internal:
 - IOCC has internship programs that are focused on: finance, and communication. These provide undergraduate or recent graduate an opportunity to study in international relief and development.

Religious Affiliation:

- IOCC is a non-profit humanitarian organization that was established by the Canonical Orthodox Bishops of North and Central America.

Liaison with Military:

- IOCC has no information regarding a liaison with military; however, it receives funding from the U.S government and works closely with the USAID.

15. International Relief & Development (International Relief & Development, n.d.a-g)

Mission/Primary Focus:

International Relief & Development's (IRD) "mission is to reduce the suffering of the world's most vulnerable groups and provide the tools and resources needed to increase their self-sufficiency." IRD focuses on short-term relief and long-term development to keep communities on the right path to recovery.

Capabilities:

- Building Infrastructure – IRD’s community projects include constructing water and sanitation systems, health clinics, roads and schools.
- Emergency Response – During disasters, IRD assists local communities with food, water, hygiene products, medical supplies, and medicines to meet the immediate needs of the victims while assessing long-term recovery.
- Agriculture Programs – IRD’s goals are to provide farmers and local businesses with techniques to improve food and livestock production and access to markets.
- Health & Hygiene – IRD’s long-term objective is to rebuild health-system infrastructures for local communities by providing them with necessary resources and technical assistance.

Budget (2011)

- Revenue:

Grant:	\$ 414,280,155
Contribution:	63,182,282
Interest:	<u>3,178</u>
Total:	\$ 477,465,615
- Expense:

Program Services:	\$ 435,804,667
Support Services:	<u>40,397,422</u>
Total:	\$ 476,202,089

Training:

- External:
 - IRD provides training for local farmers to improve their food production and market systems.
 - IRD vocational training programs aim to provide people with skills to improve their living conditions
- Internal:
 - No internal training is listed on the IRD website.

Religious Affiliation:

- IRD is a non-profit humanitarian organization. It has no religious affiliation listed on its website.

Liaison with Military:

- IRD collaborates with and receives funding from the U.S. government, but it does not have any information regarding a liaison with military.

16. International Relief Teams (International Relief Teams, n.d.a-g)

Mission/Primary Focus:

International Relief Teams (IRT) “is a trusted relief organization that assists victims of disaster, poverty and neglect. Serving those in need with efficiency and integrity, International Relief Teams focuses on four core areas – medical training, surgical outreach, health promotion and disaster relief – that combine short-term relief efforts and long-term programs to save and change lives.”

Capabilities:

- Disaster Relief – IRT provides short-term and long-term support to communities affected by disaster. Short-term, IRT provides medical assistance and medicines to victims. Long-term, IRT helps rebuild/repair homes destroyed by a natural disaster.

- Medical Training – IRT medical-care training programs focus on “enhancing community heal, increasing surgical skills, developing national standard, and saving life.”
- Surgical Outreach – IRT surgical outreach programs provide surgical and medical services for disadvantaged people who are suffering from blindness, birth defects, and chronic diseases.
- Building Healthy Communities – IRT public health programs focus on providing medicines for children with HIV/AIDS. IRT works to eradicate diseases by building clean water systems. It also provides medical supplies and medicines to local clinics.

Budget (2011)

- Revenue:

Grant:	\$ 190,876
Contribution:	15,393,411
Interest:	23,541
Other:	<u>141,415</u>
Total:	\$ 15,749,243

- Expense:

Program Services:	\$ 15,228,079
Support Services:	<u>409,940</u>
Total:	\$ 15,638,019

Training:

- External:
 - IRT has several medical training programs that aim to improve local health-care providers’ skills to better serve their communities. “Community outreach training

program basic first aid, nutrition, diabetes management, cancer detection, drug and alcohol abuse, child development. Surgical skills program consist of ophthalmology and plastic/re-constructive. IRT implements training programs of national scope in modern methods of cardiac resuscitation, developing a nucleus of highly skilled instructors who conduct ongoing training of emergency and critical care practitioners in their countries. Saving lives program aim to improve the health of mothers and babies.”

- Internal:
 - No information on internal training was provided on the IRT website.

Religious Affiliation:

- IRT has no religious affiliation listed on its website.

Liaison with Military:

- IRT has no information regarding liaison with military listed on its website.

17. International Rescue Committee (International Rescue Committee, n.d.a-f)

Mission/Primary Focus:

The International Rescue Committee (IRC) “responds to the world’s worst humanitarian crises and helps people to survive and rebuild their lives.”

Capabilities:

- Emergency Response – IRC established an emergency response unit that consists of 17 specialists who have specialize in accessing the disaster area to determine critical needs. The team consists of

“coordinators, logisticians, doctors and water and sanitation experts.” The team can deploy with three days’ notice.

- Children and Youth Program – IRC offers a safe haven for children who are impacted by disaster and war-torn areas. IRC offers counseling and helps to reunite children and youth with displaced family members.
- Health Care – IRC’s health-care program consists of “reproductive health care, environmental health, child survival, blindness treatment and prevention, and assistance for victims of sexual violence.”
- Economic Recovery – IRC works with farmers and local businesses to improve their income by providing knowledge and skills. It also gives them access to loans to start their own business.

Budget (2011)

- Revenue:

Grant:	\$ 329,472,000
Contribution:	55,290,000
Interest:	3,430,000
Other:	<u>3,064,000</u>
Total:	\$ 391,256,000
- Expense:

Program Services:	\$ 355,623,000
Support Services:	<u>28,711,000</u>
Total:	\$ 384,334,000

Training:

- External:
 - IRC provides opportunities for children displaced by disasters to continue with their education.
 - IRC works with farmers and businesses to improve their knowledge of local business and economy
 - IRC vocational training programs provide training on electrical engineering, mechanicals and agriculture.
- Internal:
 - IRC has limited positions for internship and fellowship programs for students and professionals who want to learn the field of humanitarian assistance.

Religious Affiliation:

- IRC has no religious affiliation listed on its website.

Liaison with Military:

- IRC has no information regarding liaison with military listed on its website.

18. Lutheran World Relief (Lutheran World Relief, n.d.a-g)

Mission/Primary Focus:

Lutheran World Relief (LWR) focuses on “attacking the root causes of poverty and breaking the cycles that keep people from being healthy, productive and self-supporting. Most often, all people need is a helping hand to provide a resource they have not been able to access on their own. LWR responds to that need efficiently and effectively by providing resources to local partner organizations — groups who are already there in the trenches and are therefore best equipped to get the right help to the right people.”

Capabilities:

- Water Management – LWR’s water management program focuses on water accessibility for farmers and clean drinking water for rural communities.
- Emergency Response – When disaster strikes, LWR provides lifesaving support to affected communities and helps restore communities to normalcy.
- Agriculture – LWR provides training and assistance to local farmers, including access to financial support to maximize their production and effectiveness and to improve their income.
- Health and Livelihood – LWR assists local communities with preventing diseases that strangle economic progress.

Budget:

- Revenue:

Grant:	\$ 2,250,552
Contribution:	40, 105,569
Other:	<u>36,549</u>
Total:	\$ 42,493,720
- Expense:

Program Services:	\$ 37,301,799
Support Services:	<u>4,247,344</u>
Total:	\$ 41,549,143

Training:

- External:
 - LWR trains communities on water sanitation and management.
 - It provides agriculture training and techniques to improve the production.
 - It educates communities on waterborne diseases like malaria and on preventive measures.
- Internal:
 - No internal training information was available on the LWR website.

Religious Affiliation:

- Lutheran World Relief is a ministry of U.S Lutheran churches. It works with Lutherans and local partners around the world to end poverty.

Liaison with Military:

- LWR has no information regarding liaison with military listed on its website.

**19. Médecins Sans Frontières (Médecins Sans Frontières, n.d.a-c)
(Médecins Sans Frontières, 2011d)**

Mission/Primary Focus:

“Médecins Sans Frontières (MSF) is an international, independent, medical humanitarian organisation that delivers emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. MSF offers assistance to people based on need, irrespective of race, religion, gender or political affiliation.”

Capabilities:

- Medical Care – MSF is composed of doctors and health workers who primarily provide emergency medical care to victims of natural or man-made disasters and victims of armed conflict. MSF abides by the medical ethics rules and believes in providing the best possible care to all people.

Budget (2011):

- Revenue:

Contribution:	\$ 866,797,000
Other Revenue:	<u>18,744,000</u>
Total Revenue:	\$ 885,541,000
- Expense:

Program Services:	\$ 1,024,496,523
Supporting Services:	<u>227,154,381</u>
Total Expense:	\$ 1,251,650,904

Training:

- No information regarding community training was provided on MSF's website.

Religious Affiliation:

- MSF is dedicated to providing the best possible medical care to all people in need regardless of race, religion, creed, or political affiliation.

Liaison with Military:

- No information on liaising with military was provided on MSF's website.

**20. Medical Teams International (Medical Teams International, n.d.a-e)
(Medical Teams International, 2011f)**

Mission/Primary Focus:

“Medical Teams International is a Christian global health organization, helping people affected by disaster, conflict and poverty in 70 countries. We deliver medical and dental care, humanitarian aid, and holistic development programs to all people in need, regardless of religion, nationality, sex, or race. We respond to disasters around the world—and here at home—by sending teams of volunteer medical professionals and medical supplies to care for the sick and injured. We also mobilize long-term health promotion initiatives, collaborating with established partners within each community to ensure that our programs have a sustainable impact.”

Capabilities:

- Community Health – Medical Teams International takes an active role in improving individual and community health for impoverished communities by implementing local programs and projects. The programs and projects include disease prevention, nutrition, immunizations, hygiene, water and sanitation, and clinic construction and rehabilitation.
- Disaster Response – Medical Teams International maintains highly skilled medical teams that can respond to natural and man-made disasters within 48 hours. These teams provide emergency care to victims as well as essential medicine and medical supplies to clinics in the immediate area of the catastrophe.
- Medical Supply Program – Medical Teams International acquires, packs, and ships medical supplies, equipment, and over-the-counter medicines to needed families in impoverished communities and dispersed medical teams all over the world.

Budget (2011):

- Revenue:

Contribution:	\$ 144,656,677
Interest Revenue:	187,950
Other:	<u>1,246,795</u>
Total Revenue:	\$ 146,091,422

- Expense:

Programs Services:	\$ 142,124,298
Supporting Services:	<u>3,809,321</u>
Total Expense:	\$ 145,933,619

Training:

- Medical Teams International maintains a group of licensed midwives that train skilled attendants and traditional birth attendants in poor or remote countries that do not have access to traditional hospitals for childbirth.
- Medical Teams International provides primary health-care training to local communities in the areas of nutrition, diarrhea disease control, maternal health, immunizations, proper personal hygiene, dental care, gynecology, and proper water/sanitation projects.
- Medical Teams International provides on-the-job specialty training to in-country volunteers based on the physician's expertise. The physicians also provide medical textbooks and journals that increase volunteers' knowledge to provide better care to their patients.

Religious Affiliation:

- Medical Teams International is a Christian organization that serves all people who are in need, regardless of race, creed, or gender.

Liaison with Military:

- No information on liaising with military was provided on the Medical Teams International website.

21. Mennonite Central Committee (Mennonite Central Committee, n.d.a-d) (Mennonite Central Committee, 2011e)

Mission/Primary Focus:

“Mennonite Central Committee (MCC) “shares God’s love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice. We are Christ-centered in our disaster relief, sustainable community development and justice and peacebuilding responses.”

- MCC coordinates with local churches in over 50 countries worldwide to conduct disaster relief and community development.

Capabilities:

- Disaster Relief – MCC provides shipments of basic relief supplies in the form of canned meat, food assistance, and various kits (hygiene, school supplies, blankets, infant care, sewing, etc.) to local churches and communities in need.
- Community Development – MCC helps poor communities to obtain sufficient, safe, and nutritious food. It takes a holistic approach by training impoverished communities on how to fish, plant seeds, and maintain livestock for their basic needs. Additionally, it works with local farmers to provide a supply chain and improve crop variety and production for personal sustainability and economic growth.

Budget (2011):

- Revenue:

Grants:	\$ 242,903
Contribution:	5,715,074
Interest:	87,809
Other Revenue:	<u>938,118</u>
Total Revenue:	\$ 6,983,904

- Expense:

Program Services:	\$ 4,174,530
Supporting Services:	<u>2,715,168</u>
Total Expense:	\$ 6,889,698

Training:

- MCC provides community development training in the following areas: agricultural crop production, fishing, livestock raising, and water sanitation.

Religious Affiliation:

- MCC is a global ministry of Anabaptist churches; however, MCC works with people and communities regardless of faith.

Liaison with Military:

- No information on liaising with military was provided on MCC's website.

22. Mercy Corps (Mercy Corps, n.d.a-f) (Mercy Corps, 2011g)

Mission/Primary Focus:

Mercy Corps' mission is "to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities." They focus on "places in transition, where conflict, disaster, political upheaval or economic collapse present opportunities to challenge the status quo and build more secure, productive and just communities."

Capabilities:

- Emergency Response – Mercy Corps maintains a Global Emergency Operations (GEO) team consisting of eight personnel who are skilled in the areas of public health, water and sanitation, operations and logistics, economic recovery, needs assessment, and disaster response management. The GEO team trains its employees in these distinct areas to provide the necessary emergency response in their local areas or regions.
- Agriculture and Food – Mercy Corps assists poor communities during food shortages to reduce hunger and to better their personal nutrition. Mercy Corp not only ensures quick distribution of food during a crisis, but also focuses on community sustainability by providing crop harvest and livestock development training.
- Community Health – Mercy Corps provides simple medical assistance and food supplements to malnourished people in under-developed communities. It emphasizes proper nutrition by training families on how to eat balanced diets and the importance of breastfeeding, water sanitation, and hand washing.

Budget (2011):

• Revenue:	
Grants:	\$ 218,344,878
Contribution:	51,346,791
Interest:	25,959,973
Other Revenue:	<u>5,796,694</u>
Total Revenue:	\$ 308,448,256

- Expense:
 - Programs Services: \$ 255,781,886
 - Supporting Services: 37,705,597
 - Total Expense: \$ 293,487,483

Training:

- Internal:
 - Mercy Corps maintains an internship program available to undergraduate and graduate students and any person who desires on-the-job experience in providing humanitarian relief and community development abroad. Interns will have the chance to conduct research, perform relief and development services, and gain a better understanding of non-profit management.
- External:
 - Mercy Corps provides training in disaster preparedness, to include the creation of emergency response groups and response plans. In addition, it provides training to poor communities in agricultural food production, fishing, livestock herding, proper hygiene practices, disease prevention, and proper water/sanitation practices.

Religious Affiliation:

- According to its website, Mercy Corps does not affiliate with any religion.

Liaison with Military:

- No information on liaising with military was provided on the Mercy Corps website.

**23. Norwegian Refugee Council (Norwegian Refugee Council, n.d.a-e)
(Norwegian Refugee Council, 2012f)**

Mission/Primary Focus:

“The Norwegian Refugee Council (NRC) is an independent, humanitarian, non-profit, non-governmental organisation which provides assistance, protection and durable solutions to refugees and internally displaced persons worldwide. The NRC promotes and protects the rights of people who have been forced to flee their countries, or their homes within their countries. It is the only Norwegian organisation that specializes in international efforts aimed at this target group.”

Capabilities:

- Home and School Building – The NRC provides refugees and internally displaced persons (IDPs) with temporary shelter in camps and also builds permanent homes as long-term solutions for displaced people whose homes have been destroyed. In addition, the NRC provides new construction and the rebuilding of local schools in areas where there are few resources for numerous amounts of students.
- Emergency Food Security and Distribution – The NRC provides immediate food and comfort-item distribution to refugees and IDPs to maintain life, prevent malnutrition, and increase the livelihoods of the affected personnel. The NRC maintains a staff of approximately 850 people in their Emergency Standby Forces, which are capable of deploying worldwide with only 72 hours’ notice to support humanitarian and disaster relief services.
- Education – NRC’s goal is to provide quick educational needs to refugees, IDPs and children by creating access to education and training, endorsing education as a safety net for their future and provide training in conflict management, human rights, reconciliation and peace building.

Budget (2011):

- Revenue:

Contribution:	\$ 225,227,647
Interest Revenue:	1,455,413
Other:	<u>9,994,576</u>
Total Revenue:	\$ 236,677,636
- Expense:

Programs Services:	\$ 179,081,774
Supporting Services:	<u>56,594,756</u>
Total Expense:	\$ 235,676,531

Training:

- The NRC maintains education and training as one of their core competencies. It believes in quickly providing educational needs to refugees, IDPs, and children ranging from basic levels to training in conflict management, human rights and reconciliation, and peace building.

Religious Affiliation:

- According to its website, the NRC does not affiliate itself with any religion.

Liaison with Military:

- No information on liaising with military was provided on the NRC website.

24. Plan International (Plan International, n.d.a-e) (Plan International, 2012f)

Mission/Primary Focus:

- “Plan aims to achieve lasting improvements in the quality of life of deprived children in developing countries, through a process that unites people across cultures and adds meaning and value to their lives, by:
 - Enabling deprived children, their families and their communities to meet their basic needs and to increase their ability to participate in and benefit from their societies
 - Building relationships to increase understanding and unity among peoples of different cultures and countries
 - Promoting the rights and interests of the world’s children.”

Capabilities:

- Plan International provides immediate lifesaving relief to countries suffering from natural disasters worldwide. Additionally, they focus on long-term recovery programs to include future disaster preparation.
- Plan International works to provide free and equal access to education for all children at all times, including during disasters. They create safe learning environments, increase the working knowledge of local teachers and provide important life-skills training.
- Plan International maintains a highly trained professional and volunteer health staff, providing valuable education on water/sanitation, immunizations, nutrition, hygiene, child protection, sexual health, and birthing.

Budget (2011):

- Revenue:

Grant:	\$ 194,237,830
Contribution:	619,400,556
Interest Revenue:	3,904,033
Other:	<u>5,013,908</u>
Total Revenue:	\$ 822,556,328
- Expense:

Programs Services:	\$ 580,897,079
Supporting Services:	102,513,213
Other:	<u>73,816,412</u>
Total Expense:	\$ 757,226,704

Training:

- Plan International provides training to impoverished communities in the following areas: child education, immunizations, child nutrition, hygiene, maternity, safe drinking water, proper sanitation, child protection, agriculture, business, and sexual health.

Religious Affiliation:

- According to its website, Plan International is not affiliated with any particular religion.

Liaison with Military:

- No information on liaising with military was provided on Plan International's website.

25. Relief International (Relief International, n.d.a-e) (Relief International, 2012f)

Mission/Primary Focus:

“Relief International is a humanitarian non-profit agency that provides emergency relief, rehabilitation, development assistance, and program services to vulnerable communities worldwide. Relief International’s mission is to:

- Serve the needs of the most vulnerable - particularly women and children, victims of natural disasters & civil conflicts, and the poor - with a specific focus on neglected groups and cases.
- Provide holistic, multi-sectorial, sustainable, and pro-poor programs that bridge emergency relief and long-term development at the grassroots level.
- Empower communities by building capacity and by maximizing local resources in both program design and implementation.
- Promote self-reliance, peaceful coexistence, and reintegration of marginalized communities.
- Protect lives from physical injury or death and/or psychological trauma where present.
- Uphold the highest professional norms in program delivery, including accountability to beneficiaries and donors alike.”

Capabilities:

- Emergency, Health and Sanitation - Relief International maintains a Rapid Emergency Deployment (RED) team, which consists of a core group of volunteer humanitarians that have specific skill sets in the areas of medicine, water, sanitation, health, nutrition, counseling, construction, finance, and supply chain logistics. RED team members are prepared to respond around the world on short notice to evaluate initial needs and coordinate with participating organizations to optimize relief efforts. They have the capability of

providing food provisions, clean water, temporary shelter, and emergency medical care.

- Food and Agriculture – Relief International provides communities with appropriate agricultural methods tailored for their region, needs, and concerns. Additionally, Relief International provides valuable training to local farmers on the most efficient crop variety during each season while conserving natural resources.
- Education and Empowerment – Relief International provides valuable programs aimed at increasing education levels of children, such as teacher training, service and leadership training, library construction, and providing classroom furniture and supplies.
- Shelter and Infrastructure – In addition to providing emergency shelter after a disaster, Relief International rebuilds impoverished communities' infrastructure by building schools, community centers, and proper water and sanitation facilities.

Budget (2011):

- Revenue:

Contribution	\$ 36,114,034
Interest Revenue:	2,349,868
Other:	<u>247,888</u>
Total Revenue:	\$ 38,711,790
- Expense:

Programs Services:	\$ 26,620,029
Supporting Services:	<u>3,864,762</u>
Total Expense:	\$ 30,484,791

Training:

- Internal:
 - Relief International sponsors an active volunteer and internship program based on the experience of the individual's skills. The volunteers and interns receive valuable on-the-job training to prepare them for possible domestic job opportunities within the organization.
 - Relief International offers a two-day continuing medical education course intended for volunteer emergency responders, nurses, paramedics and physicians. The course contains presentations, simulations, and demonstrations to prepare personnel in the medical community to better respond to disaster-relief efforts on Relief International's RED team.
- External:
 - Relief International provides education and training to impoverished populations around the world on a variety of issues. A few examples include suitable agricultural methods for crop production, proper water and sanitation indoctrination, and health education with a focus on the prevention and treatment of common communicable diseases.

Religious Affiliation:

- Relief International is not affiliated with any religion.

Liaison with Military:

- No information on liaising with military was provided on the Relief International website.

26. World Concern (World Concern, n.d.a-d) (World Concern, 2012e)

Mission/Primary Focus:

“World Concern partners to transform the lives of poor and marginalized people through disaster response and sustainable community development.” World Concern focuses on providing vital disaster relief and community development aid to the poorest and most vulnerable people in areas that most agencies do not participate in.

Capabilities:

- World Concern provides short-term disaster relief by providing food, water, and essential supplies to disaster-stricken areas.
- It provides vital community development programs, to include inexpensive deworming medication, vaccinations, no-cost or low-fee health-care via medical facilities, HIV/AIDS prevention and treatment, clean water well drilling, rainwater runoff systems, desalination and sanitation services, and health education services.

Budget (2011):

- Revenue:

Grant Revenue	\$ 8,667,000
Contribution	78,888,000
Interest Revenue:	711,000
Other:	<u>16,000</u>
Total Revenue:	\$ 88,282,000
- Expense:

Programs Services:	\$ 84,331,000
Supporting Services:	<u>4,202,000</u>
Total Expense:	\$ 88,533,000

Training:

- World Concern provides a range of training to impoverished communities around the world, to include personal health care,

disease prevention, personal safety, gardening, farming, cattle raising, and fishing.

- Additionally, World Concern may establish a vocational training facility geared toward the needs of the community that gives people with the needed skills to provide income for their families.

Religious Affiliation:

- World Concern is a Christian organization.

Liaison with Military:

- World Concern receives government funds for and implements those funds in its international relief and development programs. It is registered with the USAID and the Commission of the European Community.

27. World Vision International (World Vision International, n.d.a-e)

Mission/Primary Focus:

“World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice.”

Capabilities:

- Disaster Relief - World Vision International recognizes areas of the world that are susceptible to potential disasters and directs resources in the form of supplies and personnel to help communities prepare for disasters. Additionally, World Vision provides short-term disaster relief in the form of food, shelter, and medical assistance
- Community Development – World Vision International provides long-term community development programs for struggling communities before and after disasters in education, health,

economic development, microfinance, agriculture, water, and sanitation

- Global Advocacy – World Vision International assists struggling communities by advocating on their behalf to national, regional, and global policy-makers regarding poverty awareness.

Budget (2011):

- Revenue:

Total Contribution	
Revenue:	\$ 2,790,000,000
- Expense:

Programs Services:	\$ 2,267,200,000
Supporting Services:	428,600,000
Public Awareness:	<u>236,000</u>
Total Expense:	\$ 2,719,400,000

Training:

- Internal:
 - World Vision International offers three unique professional development programs that are designed to entice, reinforce, and retain valuable employees. The programs further expand employees' education by allowing them to learn valuable skills alongside World Vision International professionals. The three programs are:
 - Fuller Professional Apprentice Program
 - World Vision International Fellowship Program
 - World Vision International Internship Program – U.S.-Based Interns.

- External:
 - World Vision International focuses on improving children's overall well-being and literacy by providing essential education and life skills in numerous underprivileged communities.
 - World Vision International conducts training for technicians on water system management, to include proper personal hygiene, system sanitation, and the maintenance/repair of hand pumps.

Religious Affiliation:

- World Vision International is a self-governing private organization based on Christian core values. Although many employees and volunteers are of Christian faith, they assist all vulnerable men, women, and children—regardless of religion, race, ethnicity, or gender—and do not preach religion to their beneficiaries.

Liaison with Military:

- World Vision International engages in partnerships with churches, donors, and other humanitarian organizations to maintain efficient cooperation with mutual missions. World Vision International does not mention whether they do or do not work with militaries.

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IV. ANALYSIS

A. NGO FINANCIALS

In this section we analyze the revenues and expenses of the 27 NGOs. We believe that this analysis will further strengthen our discussion of the capabilities of these organizations, discussed in the next section.

Our examination of the financials of the 27 NGOs' was limited to each NGO's revenue sources, expense categories, and how each NGO used their revenues towards expenses to determine each NGO's organizational effectiveness. The 2011 financial documents we examined for each NGO were either an IRS Form 990, the organization's self-reported financial statement, or an annual report published on the NGO's website. NGOs with financials in foreign currencies were converted to U.S. dollars, with published rates as of December 31, 2011.

Our examination of the 27 NGOs' financial documents revealed various revenue sources. The majority of stated revenue sources contained in the financial statements were titled contributions, grants, interest, and other. A small portion of NGOs reported some revenue as non-cash contributions, government contracts, support in-kind, and contributed services. The bulk of revenue from all 27 NGOs was generated from direct contributions, as illustrated in Figure 1.

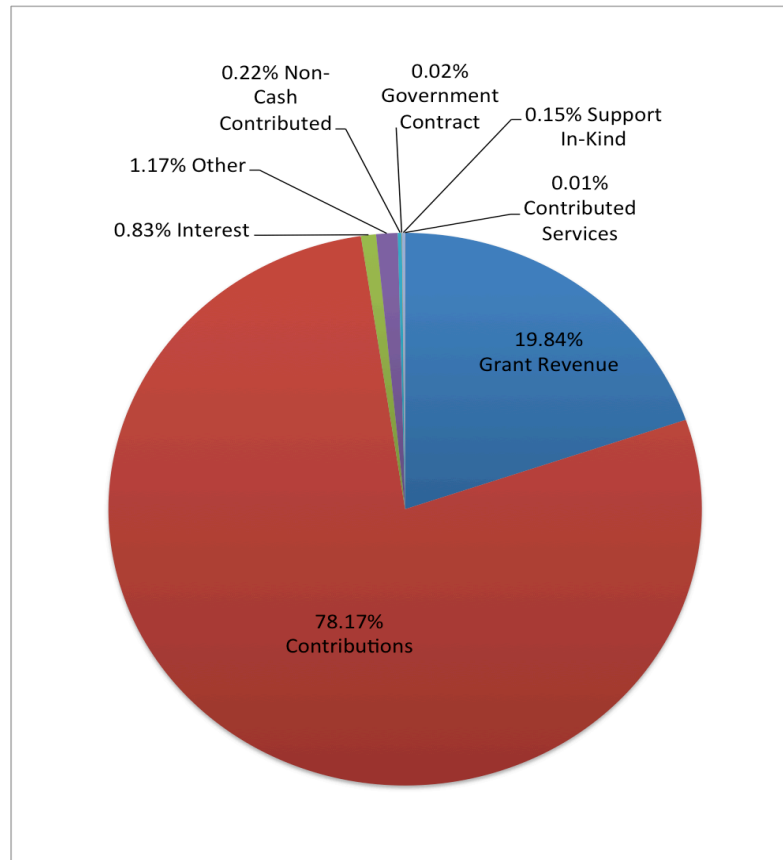


Figure 1. NGO Revenue Sources

Each of the NGOs reported several different expense categories, such as fundraising, public awareness, program, and development. For the purpose of this project, we examined each expense to determine if the expense had a direct impact on the NGO's mission or if it supported the organization through overhead costs such as fundraising, general administration, or employees salaries. We then aggregated each of the NGOs program expenses into one category called mission expense. The remaining indirect expenses were classified as support expenses. Figure 2 demonstrates the percentage of mission and support expenses allocated to each of the NGO's total expenses. The average of mission and support expenses of all 27 NGOs was 89% and 11%, respectively. The three NGOs with the lowest mission and highest support expenses were Mennonite Central Committee (61%, 39%), Norwegian Refugee Council (76%, 24%), and Plan International (77%, 23%).

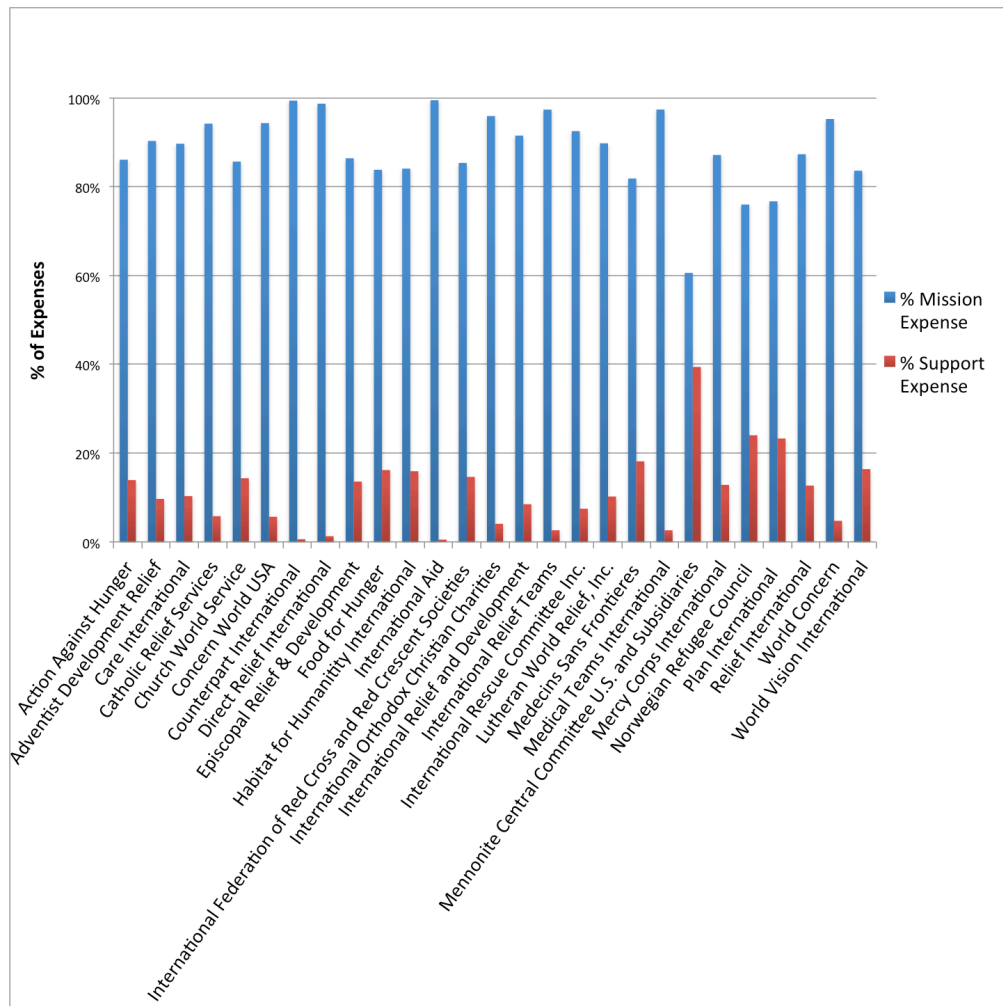


Figure 2. NGO Expenses

To determine how efficient an NGO is with respect to the use of its revenues, we examined how much of each NGOs' revenues were directed toward their stated mission expense. According to CharityWatch, a non-profit charity rating and evaluation service, if an organization contributes 60% of revenues toward its programs, that organization will receive a satisfactory rating; organizations that contribute greater than 75% are considered highly efficient (CharityWatch, n.d.).

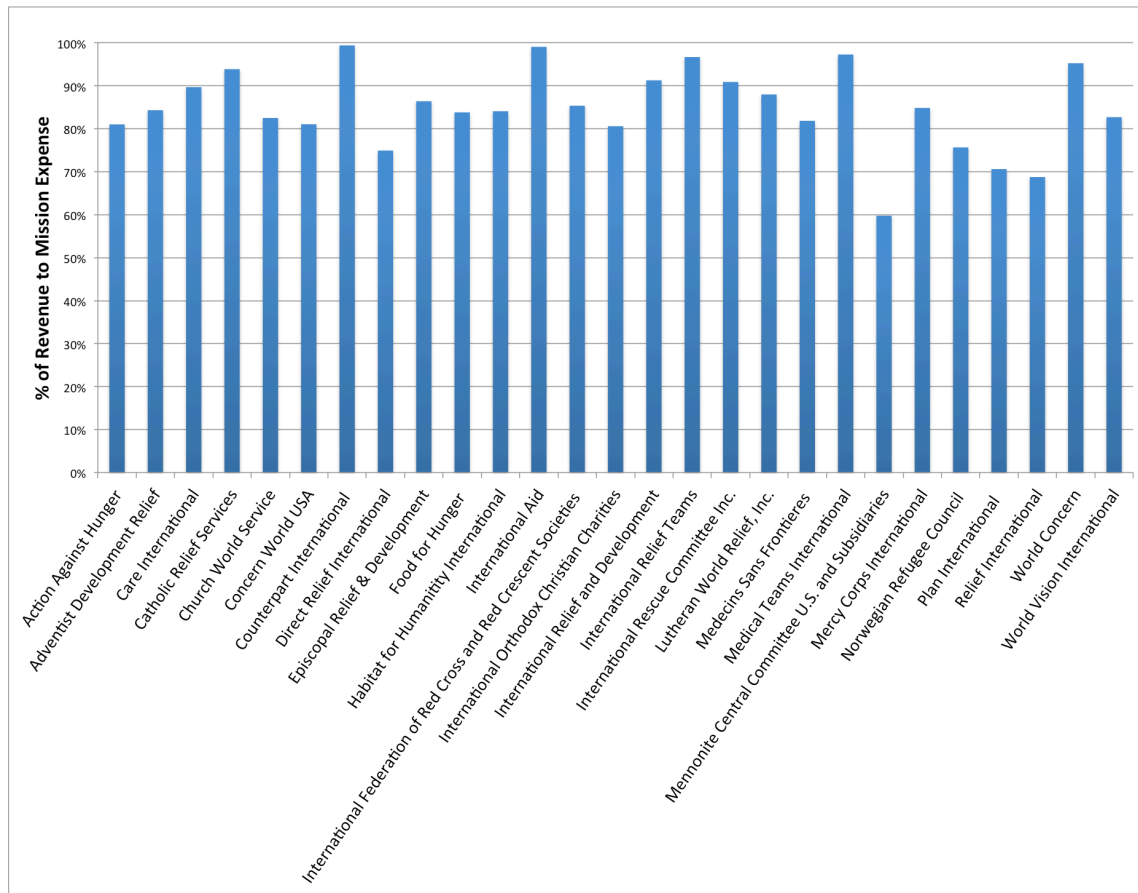


Figure 3. Mission Efficiency

Figure 3 displays the percentage of each NGO's total revenue that is dedicated to their mission expenses. The NGOs with the lowest mission efficiencies were Mennonite Central Committee (60%), Relief International (69%), and Plan International (71%). The low mission efficiencies of Mennonite Central Committee and Plan International coincide with their high support and low mission expenses; however, Relief International efficiency does not. Relief International's low mission efficiency can be contributed to 21% of its yearly revenue was not spent on any expense, hence a profit. A for-profit business would consider any profit after expenses have been paid to be retained earnings; however, since NGOs are considered non-profit organizations, we have identified them as retained contributions.

Additionally, Figure 3 illustrates the three NGOs with the highest mission efficiencies. These were Counterpart International (99.4%), and International Relief Teams (99.1%), and International Relief Teams (96.7%). These NGOs excelled at devoting the most revenue towards programs that supported their mission while keeping their overhead expenses low. Comparing these efficiencies to the guidelines established by CharityWatch, 24 of the NGOs are considered highly efficient and three receive a satisfactory rating.

Upon further examination of revenue vs. expenses, eight of the NGOs incurred total expenses that exceeded their current-year revenues and applied previous years' retained contributions to cover them. The International Federation of Red Cross and Red Crescent Societies used the most previous year retained contributions totaling 29% of 2011 total expenses. Although not disclosed in their financial statement, this may be contributed to poor fundraising activities, over-budget active projects or participation in multiple disasters.

Financial analysis of NGOs is an important part of the ever-increasing competition for fundraising dollars. NGOs that require a significant amount of overhead to run the operations will find it difficult to devote more of their revenues to their stated missions. In addition to reviewing NGOs' expenses, analyzing how they use their revenues toward their mission expense is a form of efficiency. Our analysis supported that an NGO with lower support expenses will likely increase its mission efficiency—however, only if the NGO expensed all of its revenues for that year.

B. NGO CAPABILITIES

The six factors we identified in the Data Collection and Observations section—mission or primary focus, capabilities, budget, training, religious affiliation, and liaison with military—show that each NGO has numerous capabilities that can be used for disaster-relief efforts. Our analysis showed that numerous NGOs currently have ongoing projects or have provided disaster relief and/or humanitarian services in the PACOM AOR. These long-term projects include capabilities ranging from water and sanitation to disease prevention which can be leverage for disaster-relief efforts. We categorized the

capabilities into four core competencies: (1) health care, (2) capacity building, (3) disaster response, and (4) education/training. Health care defines as providing basic medical care to patients, treatment and prevention of disease, and maternal and childbirth health. Capacity building consists of infrastructure development. Assist local community with developing their own capabilities to be independent and self-sufficiency. Education/training comprise of provide basic literacy and vocational training. Disaster response defines as provide relief to victims after natural or man-made disaster strike. Table 1 provides a summary of the 27 NGOs according to their core competencies.

NGO	Health Care	Capacity Building	Education/Training	Disaster Response
Action Against Hunger	X	X	X	X
Adventist Development Relief Agency	X	X	X	X
Care International	X	X	X	X
Catholic Relief Services	X	X	X	X
Church World Services		X	X	X
Concern World USA	X	X	X	X
Counterpart International		X		X
Direct Relief International	X		X	X
Episcopal Relief and Development	X	X	X	X
Food for Hunger		X	X	X
Habitat for Humanity		X	X	X
International Aid	X			X
International Federation of Red Cross and Red Crescent Societies	X	X	X	X
International Orthodox Christian Charities		X	X	X
International Relief and Development	X	X	X	X
International Relief Team	X		X	X
International Rescue Committee	X	X	X	X
Lutheran World Relief, Inc.	X	X	X	X
Medecins, Sans Frontieres	X			X
Medical Team International	X		X	X
Mennonite Central Committee U.S. and Subsidiaries	X	X	X	X
Mercy Corps International	X	X	X	X
Norwegian Refugees Council		X	X	X
Plan International	X	X	X	X
Relief International	X	X	X	X
World Concern	X	X	X	X
World Vision International	X	X	X	X

Figure 4. NGOs by Core Competencies

Health care capabilities are critical to disaster response. In order to improve the communities' livelihoods, the first task is to improve the health of the people in the communities. NGOs bring a wide range of health-care capabilities to areas in which they are working. The capabilities range from maternity care to combating deadly diseases.

Two NGOs, in particular, have specialized capabilities in the health-care field: International Aid and International Relief Teams. International Aid provides refurbished medical equipment to local communities that allow them to improve the efficiency and effectiveness of their medical services to people. They also maintain and distribute portable labs called "Labs-in-a Suitcase" to rural community clinics that have no access to electricity in order to conduct routine lab tests that are normally performed at hospitals. In addition, International Aid provides over-the-counter drugs, nutrition supplements, and basic hygiene products to local communities. These capabilities are extremely important to communities that are impacted by disasters.

International Relief Teams provides a wide variety of health services to areas affected by disaster. One of the services is a team of health-care specialists that focuses on improving medical-care efficiency by providing training to health-care providers. They also manage a surgical outreach program that performs basic corrective surgery to underprivileged people who cannot afford to pay for the procedures. Additionally, International Relief Teams focuses on eradicating the sources of disease for people living in unsanitary conditions by improving water, sanitation, and personal hygiene in local communities. Besides providing health services, International Relief Teams provides medical supplies and medicines to local clinics and hospitals to relieve supply shortages. International Relief Teams leverages their relief capabilities by coupling their emergency services with dedicated medical specialists in theater to provide a highly unique capability for disaster victims.

In addition to health-care capabilities, NGOs assist communities with capacity building. 22 of the 27 NGOs on our list demonstrate the capability of capacity building through dedicated community projects. All of the organizations address short-term crises by providing food and some fashion of emergency services to affected local communities. However, these 22 NGOs also provide long-term solutions by providing

resources and training such as assisting farmers to be more productive with farming techniques and livestock. These NGOs also provide assistance to local business owners by providing access to loans and lines of credit to start their own or expand their business or farming. By providing for short-term needs and addressing long-term issues, these NGOs are more well-rounded and are better suited to improve the standard of living for local communities.

Water and sanitation are also critical issues that 27 NGOs address in both their short- and long-term objectives. Making fresh water accessible and correcting sanitation issues assists in eradicating waterborne diseases. Of the 22 NGOs that emphasize capacity building, the IFRC has an impressive water sanitation capability, with three different modules of water and sanitation emergency response units (ERUs) that can be deployed worldwide: 1) Water and Sanitation (WatSan) Module 15 can provide water treatment and the distribution of 225,000 liters, or 59,439 gallons, of water per day for approximately 15,000 people. In addition, WatSan Module 15 can provide sanitation and hygiene for up to 5,000 people. It can be deployed to an area where the population is spread out. The modules can be divided into five individual units and set up at different locations. 2) WatSan Module 40 can provide treatment and the distribution of 600,000 liters, or 158,503 gallons, of water for up to 40,000 people. WatSan Module 40 has the distribution system and trucking capability to transport 75,000 liters, or 19,813 gallons, of clean water to rural areas, and it can set up nine different storage locations. Mass Sanitation Module 20 is a sanitation facility composed of latrines and solid-waste disposal for 20,000 people. The facility also has a hygiene promotion program that provides basic hygiene information and practices to communities. In addition to water and sanitation ERU, the IFRC has full medical-care capabilities. It has a referral hospital ERU that provides treatment for 250,000 personnel, a rapid deployment hospital that can be deployed on short notices to provide services for up to 10 days for basic health care, and a basic health-care ERU that can provide community health care for up to 30,000 people. The IFRC has the full health-care capacity that can be deployed during major disaster-relief efforts. The IFRC also deploys its own communication and logistics teams to provide communication and logistics support to local Red Cross chapters. These teams

are advanced parties that arrive in the disaster area to set up communication and staging areas for the distribution of resources.

Education and training is one of the focus areas that NGOs are working on to help communities break out of poverty cycles. To help economic development, people need the basic education and technical skills training to improve their standard of living. Farmers are trained on how to improve farming techniques to have a productive harvest season. Other training may include:

- basic education for children
- microfinance
- improving crops for the local community
- livestock
- medical training of local community providers by physicians

All 27 NGOs have the capabilities to provide assistance to disaster-relief efforts. These capabilities are comprised of health care and capacity building. Even though the majority of the NGOs have overlapping capabilities, there are four NGOs that have the specialized capabilities unique to disaster relief. International Relief Team has medical specialists that can be used to treat disaster victims. The International Red Cross and Red Crescent Societies have unique capabilities in making fresh and clean water. International Aid has portable labs that do not require electricity. In addition, Habitat for Humanity can build temporary shelters for disaster victims. Figure 6 provides the capabilities of the 27 NGOs based on their core competency. There are numerous NGOs with overlapping capabilities.

Health Care	Capacity Building	Education/Training	Disaster Response
Nutrition	Water and Sanitation	General Education	Disaster Relief
Promoting Health	Providing Food and Water	Medical	Disaster Management
Maternal and Child Health	Economic Opportunity	Vocational	
Diseases Prevention and Treatment	Agriculture Development	Agriculture	
Strengthening Fragile Health Systems	Hunger and Malnutrition		
Health Products	Infrastructure Rehabilitation		
Health and Hygiene	Creating Economic Opportunity		
Surgical Outreach Program	Rebuilding Community		
Community Health	Community Transformation		
Health Services.	Building House for Low Income		
	Medical Equipment		
	Community Development		
	Building Infrastructure		
	Water Management		
	Medical Supply Program		
	Food and Water		
	Emergency Food Security and Distribution		
	Camp Management		
	Building Home/School		
	Shelter and Infrastructure		
	Clean Water and Wells		

Figure 5. Summary of Capabilities by Core Competency

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V. CONCLUSIONS AND RECOMMENDATIONS

A. SUMMARY

The DoD directed Commanders of the Combatant Commands to incorporate stability operations into theater strategies and plans, and identify the capabilities that are complementing to other U.S. government agencies and other entity (USD[P], 2009). In order to provide effective HADR, Combatant Commanders need to identify the current strengths and weaknesses of the key NGO players that participate in HADR in their regions. This will allow them to develop a strategy that complements the NGOs capability with the available military assets in the theater thereby increasing efficiency during HADR operations.

This research project examined the capabilities of 27 NGOs that operate or have previously operated in PACOM area of responsibility. The project illustrates each NGOs specific disaster relief capability that can be leveraged with the military capacity to provide more efficient relief. We find out that their capabilities are not tailored for specific regions; but to the mission and primary focus of each NGO. These capabilities range from health care, capacity building, education and training. The NGOs also possess valuable assets that can be used to provide support during disaster reliefs. We also found that each NGO's capabilities are important to the disaster relief efforts, however with the limited resources and funding constraints, its assets are not enough to provide effective reliefs. We believe that in order to provide effective disaster relief operations, all key players that are involved in HADR need to coordinate and share information to prevent duplicate effort and waste resources.

The project also analyzed the NGOs revenues and expenses. The analysis revealed the majority of overall revenue was in the form of contributions. NGOs rely heavily on fundraising activities to generate the contributions, however the most efficient NGOs do so with little support expenses. Mission efficiency was defined in this project as the amount of revenue that was directly dedicated to the NGOs stated mission

expenses. In addition, to having small support expenses, the most efficient NGOs did not have any residual revenue or retained contributions leftover at the end of the year.

B. RECOMMENDATIONS FOR FUTURE WORK

To truly understand the HA/DR capabilities of the major NGO players in each theater, additional research is required to identify all the NGOs' capabilities based on their current projects in the regions. The resulting comprehensive research can be used to develop a capabilities information portal that would be accessible to all disaster relief planners. This can be accomplished by analyzing the remainder of the 155 major nongovernment organizations (NGOs) that provide worldwide HA/DR on the World Banks website. With this information decision makers can then identify the capability gaps of the participating NGOs in their respective region and provide additional resources to complement the gaps. For instant, during recent disaster relief efforts such as Cyclone Sidr in Bangladesh and Cyclone Nargis in Myanmar, NGOs depended on the military to provide last-mile transportation during the onset of disaster until the local government was able to. In addition, decision makers can collaborate and develop a plan to address the strength and weakness of each other in order to be more effective before the next disaster strike.

Understanding the NGO capabilities and where they currently operate allow HA/DR planners to identify the current resources in the regions and what additional resources are needed to provide an effective relief operation. The NGOs' capabilities should be identified and categorized into sections that are applicable to the nature of the disasters. For instant, if flooding occurs, planners should be able to identify the NGOs that currently operate in the region and if they have the capabilities not just to provide short-term food and water supplies, but the ability to provide water sanitation to sustain long-term requirements or until the local government is able to take care of itself. If capabilities are not available in the region, the decision maker then can acquire the resources or deploy military assets to support the disaster relief operations. Expanding the study to other commands such as Southern Command or Special Operations Command etc., would better prepare future HADR operations.

In addition to analyzing other NGO capabilities, future research should include a comprehensive financial analysis of each organization. Understanding an organization's financial situation with respect to revenue generation and how they spend the money will dictate the quantity of assets it can provide to a given disaster and the amount of disasters they are able to respond to.

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